



IMPACT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE, A CHALLENGE FOR HR MANAGERS IN CHANGING ENVIRONMENT

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Abstract

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods included rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organization. This research paper examines the psychology of employee satisfaction and touches upon the ways to delight (enjoyment) employees. Mind you, companies cannot delight customers, unless they have delighted employees.

Keywords: *Job satisfaction, human resources, personality, education, intelligence, Environmental factors.*

Introduction

Managing human resources, most of the executives face the problem of providing job satisfaction to the employees under their command job satisfaction is not the same as motivation. It is more of an attitude, an internal state of the person concerned. The other two problems confronted by the executives include alienation and stress among the employees. Both these affect the level of job satisfaction adversely. Studies have shown that increased commitment from the employees leads to more than 50% improvement in their productivity. Sustaining their commitment levels is a function of employee satisfaction. Hence, it is important to focus on the employee satisfaction levels.

Employee engagement is of two types' rational commitment and emotional commitment rational commitment results when a job serves employees' financial, developmental or professional self interest. Emotional commitment, which has four times the power to affect performance than its more pragmatic counterpart, arises when workers value, enjoy and truly believe in what they do. Employee who demonstrates very high degrees of both commitment types are called "true believers" While it is important to maximize the number of true believers in an organization it's not merely enough to satisfy these true believers; they need to be further delighted. Organizations have to delight their employees who in turn will delight their customers thus leading to creation of high- performing organizations.

Literature Review

Along with perception, personality, attitudes, and learning, motivation is a very important part of understanding behavior. Luthan¹ asserts that motivation should not be thought of as the only explanation of behavior, since it interacts with and acts in conjunction with other mediating processes and with the environment. Luthan stress that, like the other cognitive process, motivation cannot be seen. All that can be seen is behavior, and this should not be equated with causes of behavior. While recognizing the central role of motivation, Adeyemo² states that many recent theories of organizational behavior find it important for the field to re-emphasize behavior. Definitions of motivation abound. One thing these definitions have in common is the inclusion of words such as "desire", "want", "wishes", "aim", "goals", "needs", and "incentives". Butler³ defines motivation as, "a process that starts with a physiological deficiency or need that activates behaviour or a drive that is aimed at a goal incentive". Therefore, the key to understanding the process of motivation lies in the meaning of, and relationship among, needs, drives, and incentives. Relative to this, Minner, Ebrahimi, and Watchel,⁴ state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives.

Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel, and sustain human behavior in a particular committed direction. Stoke, in Adeyemo goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about



oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance (e.g., as a librarian). Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide⁵ "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or non-profit".

Job Satisfaction

Job satisfaction is a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual social, cultural, organizational and environmental factors and stated below:

- **Individual Factors:** personality, education, intelligence and abilities, age, marital status, orientation to work.
- **Social factors:** Relationships with co- workers, group working and norms, opportunities for interaction, informal relations, etc.
- **Cultural Factors:** Nature and size, formal structure personnel policies and procedures, industrial relations, nature of work, technology and work organization, supervision and styles of leadership, management systems, working conditions.
- **Environmental Factors:** Economic, social, technical and governmental influences. These factors affect job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. Thus, overall degree of job satisfaction may differ from person to person.

Strategies of Motivating Workers

Bernard in Stoner⁶, accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Bernard looks at workers, in Particular librarians, in an organized endeavor, putting in time and efforts for personal, economic and non-economic satisfaction. In this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other Organizations who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate information professionals, particularly librarians? The following are strategies:

Salary, Wages and Conditions of Service

To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Money: Akintoye⁷ asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity.

Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like Security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko⁸ states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.²

Staff Training: No matter how automated an organization or a library may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The



library organization must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others Brown⁹ To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. For example, Brown and Shepherd⁹ examine the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. Vinokur, Jayarantne, and Chess¹⁰ examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin¹¹ shows that financial incentives will get people to do more of what they are doing, Silverthorne¹² investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees, managers, and non-managers.

HR managers are using different strategies for retaining the performers and thereby creating value to customers. The challenge before HR managers is to invent novel methods to delight employees. From the organizational perspective employee delight is a prerequisite to customer satisfaction. Dissatisfied employees is thus the best advertisement for an organization to attract customers.

Convergence of knowledge and application takes on away from the clouds of gloom and stretches that conscious effort longer satisfaction is there all through the journey. Travails are not doubt present on this rough terrain but then one will be delighted once he reaches the final goal post- the grand finale.

Conclusion

Employee delight has to be managed in more than way. This helps in retaining and nurturing the “true believers” who can deliver value to the organization. Proliferating and nurturing the number of “true believers” is the challenge of future HR managers. This means innovation and creativity. It also means a change in the gear for HR policies and practices. The faster the organizations nurture their employees, the more successful they will be. The challenge before Hr managers today is to delight their employees and nurture their creativity to keep them abloom.

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