

# Relationship between Job Satisfaction and Employee Job Performance in Guilan Public Sector

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## ABSTRACT

The aim of this research is to study the job satisfaction and job performance in Guilan public sector. The method is correlative and population size is according to budgeting and planning statistic annals of 2009 include 6863 individuals. Sample size is 323 and selected by available non-probable samples. Data were collected by questionnaire and Cronbach's alpha coefficient was used. Results show that there is a meaningful relationship between job satisfaction In-role performance and innovative job performance and findings are in accordance with previous researches.

**KEY WORDS:** job performance, job satisfaction, public sector of Guilan Pro.

## 1. INTRODUCTION

Today's companies are dynamic, complex, ambiguous, non-traditional and environment-affected (Nixon, 1992). Thus they accept change as an evitable essential. These companies which work in knowledge – based environment with competitions, customer-gaining, responsibilities, preneurship and varieties should compete on creative and responsible human resource as a competitive tool (Turban,2004), because satisfied and full-energy personnel are the most important source of organization (Abolalaei, 2005) . Job performance is being effectiveness in job and shows the level of satisfaction from that (Shimon,et.al,1996). Impressive human resource is the power factor of an organization in compare to others and it is focused on it. So the personnel and their rule is an advantage in stable competition (Lowler,1996). Job satisfaction expressed in 50 and 60 decays with economical slump which in that time most of workers were unsatisfied with their job's condition. These situations attracted managers' attention (Mohammadi, 2005). Job satisfaction is an important factor for improving effectiveness and also person's satisfaction in a company. Managers always tend to increase Job satisfaction among their employee. This factor is important not only for behavioral science scientists but also for managers and attitudes towards that (Cherrington, 2006,p.209) .Thus, human motivation and spirit of human resource has high priority (Bghbanyan,et.al,2003) . Blanchard believe that successful and effectiveness human resources are due to use behavior science effectively and understanding impressive factors of that (Davis,1995) .On the other hand, at the time of hiring, a set of requests and wishes (i.e. job expectations) appear and related to job satisfaction as the most important factor for employee to judge about their job and organization (Rabins,2005) . Job satisfaction is a multi-face structure and theorists have many definitions for that. For example, Pleasant or unpleasant attribute of employee toward job (Castle, 2006), positive and understood sensation and emotional about job experiences (Willem,et.al,2007). Some researchers believe that dispositional variables and different characteristics are more important factors to predict satisfaction. But some other said that organizational and environmental variables are more important (Youngjoon,et.al ,2004) . Job satisfaction achieve from situations person experience in his job, so factors such as management method, organization policy and structure, job conditions and type of relation with coworkers are important (Weiss, 2002) . Job satisfaction not only produced slowly but also removed quickly. All conditions can be ready but an unsuitable behavior of a manager can destroy it (Mogharab,et.al, 2006) .Thus the aim of this research is to determine the role of job satisfaction on job performance of Guilan public sector.

## 2.LITERATURE REVIEW

### 2.1 Job Performance

The most vital problem in a company is its Job Performance. This made researchers to research more and more (Shekrkon, 2001). They believe that performance is total expectation of organization from separate behavior samples of each person during specific period of time (Motowidlo, 2003) . Job performance is a set of behavior which person show in relation to his job or, in other word, amount of efficiency gained due to the person job type (training, producing or servicing) (Rashidpoor, 2000). Job performance is the same person

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efficiency in his job according to his legal tasks and show amount of effort and successfulness of that person (Babu, et.al,1997). It can be defined either as skill of person in doing his job and tasks.

Organizational theorists have divided job performance in two categories: task performance and dispositional performance. Task performance is defined as tasks and responsibilities of each person and related directly to all things that must be done by that person such as monitoring absent or present employee. Proper understanding of this needs definite standards. The other performance is dispositional which help organizational and social network to survive(Kwong, 2003).Matavidlo(2003) make differences between task performance and dispositional one. The first include parts that expressed in formal job and the latter include those behaviors effect on psychological, sociological and organizational aspects. Job performance can be studied by two aspects: job creativity and job role.

In-role performance: behaviors related to tasks and responsibilities which are expressed in job description.Innovative performance: include creative solutions of employee for solving problems in work environment(Lee,et al 2010) and the same as external role of performance which is important in organization success (Janssen, Yperen,2004) .

## **2.2Job Satisfaction**

External environment effects on human sensations in work place. Thus, as job is a large part of life, so job satisfaction effect on total satisfaction of human. We can conclude that there is a mutual effect between job satisfaction and life so managers should not only monitor the job situations but also check their employee life conditions(Devies, storm , 1991). When employees are hired, they will have a set of needs, wishes and previous experiences which make totally the job expectations. Organization's reactions and responses to these needs will produce negative or positive attitude among personnel toward their job. Actually job satisfaction shows the relation between human expectations and advantages taken from job (Willem, 2007).In organizational behavior, it is focused on job satisfaction. It disappears as soon as it appears so need to be noticed continuously (tsigils,et.al, 2004).Gordon believes that job satisfaction is an emotional reaction of person perception that whether his job satisfies his needs and requests. Also, it must be in accordance with personal needs (Fairbrother,2008). and reaction of employee against their tasks (Madhavan, 2000). Spector(1997) believes that job satisfaction shows people emotion about their job generally or about some parts of it (i.e. organization, job, supervisory, coworkers, salary and income and promotions). Smith, Kendall and Hullin (1969)express five aspects that can be used to determine job satisfaction: being satisfied from job (i.e. interesting tasks and opportunities for learning and training), being satisfied from supervisor (i.e. technical and managing abilities and their considerations about employees), being satisfied from coworkers (technical qualification and support they show), being satisfied from promotion (achieving real opportunity to advance), being satisfied from income (amount of income, its equality and way of paying to stuffs). Effective factors of job satisfaction divided in two categories: environmental and personal factors. The examples for the first one are, job level, its content, conservative management, income and promotion opportunity, and examples for the latter are as follows: age, education and gender. The higher level of responsibility and independency in job, the better it will be. The higher ranking person have, higher level of factor needed to be satisfied with(Korman,2005). Worse performance and quitting the job, lead to negative effects on productivity (Lu, et al, 2005) .

## **2.3Job performance and Job satisfaction**

First view about Job satisfaction and performance can be summarized as:"productivity of a happy worker is higher" (Rabins, 1999,pp.299-300). So one of the most challenging subjects in job satisfaction is its relation with performance (Mirderikvandi, 2000) . job satisfaction lead to higher productivity, organizational responsibility, physical and mental health, so person will work with better mood and will learn more skills and finally promotion in his performance (Coomber, barriball,2007).There are many reasons that show job satisfaction is the result of job performance and awards have significant role in that. Internal awards are because of job results (i.e. feeling of success) and external ones because of gratitude from job (income and salary). These awards will satisfy employees, specifically workers(Gholipour,2001,p.76). There are three theories: performance lead to satisfaction, satisfaction lead to performance, award is a medium between satisfactions and performance. The first two theories are not supported strongly, but the third is. Awards not only promote the performance but also effect on job satisfaction. Stirs and Porter(1991), states that: "the higher motivation and more positive attitude toward job, the higher performance he will have, vice versa . Vroom (1964)studied this relation and show that there is a positive relation between job satisfaction and performance. Bartol(1981)started an experimental test and reviewed that. Another researches were done by Yi Han (2008), lee, Javalgi, Olivia (2010), Chen, colin (2008), Zimmerman, Todd (2009) and positive relation between job satisfaction and job performance confirmed.As shown in figure 1, Research model is as follow:

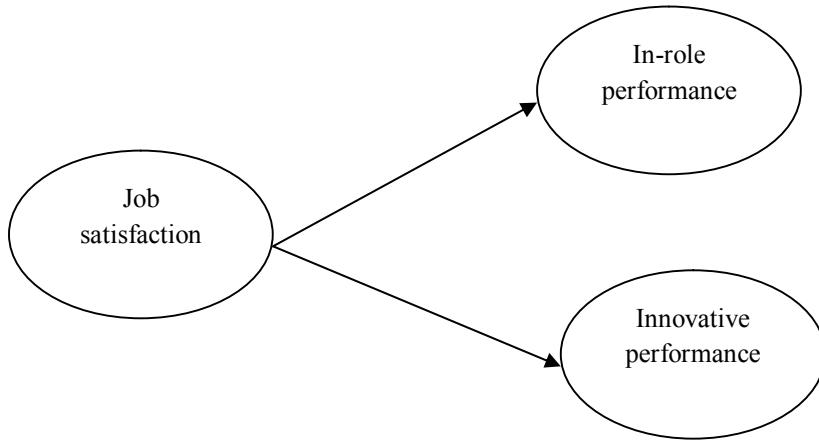


Figure 1: Research model

### 3. Research Hypothesis

As it is assumed that there is a direct relationship between job satisfaction and job performance. Research hypothesis are as follows:

H1: There is a meaningful relationship between job satisfaction and in – role performance.

H2: There is a meaningful relationship between job satisfaction and innovative job performance.

### 4. METHODOLOGY

Considering the aim of research, the research method is descriptive and Likert five choice Scale with intervals (completely disagree- disagree-no idea-agree- completely agree) was used.

Population size includes employees public sectors of Guilan and according to annals 2009 was 6863 and sample size were 323. Non-probable method was used as statistical sample of research. Tabel I Shows the respondents profiles.

Table I. Demographic profile of respondent

Attribute	Percent
<b>Gender</b>	
Male	74.6
Female	25.4
<b>Marital Status</b>	
singel	11.1
married	88.9
<b>Age</b>	
<25	1.5
25-30	24.6
31-35	25.7
36-40	15.8
41-45	13.8
46-50	12.3
>50	6.3
<b>Years employed</b>	
<5	13.5
5-10	31.1
11-15	20.4
16-20	11.7
21-25	14.1
26-30	6.8
>30	2.4

### 5. Measures

Questionnaire was used for data collection. And were divided into two categories: first part include 5 item for determining job satisfaction made by Brown Peterson (1994) and second part include 13 item for employee performance as follows: No 1-4 about In – role performance made by Podsakoff and Mackenzie (1998), No 5-13 about innovative job performance made by Jonssen and Yperen (2004). These tools were used by Jonssen and Yperen in (2004) and Javalgi, Tan, Lee in (2010). Cronbach- alpha for in – role performance, innovative job performance and job satisfaction were 0.846, 0.848 and 0.891, respectively.

### 6. RESULTS

A CFA (Confirmation Factor analyze) was used to investigating factor structure and show that all factors were meaningful. In Table II Shows that all Factor.

Table II. Results from CFA of study constructs

	T	p	Loading	Alpha
<b>In – role performance</b>				<b>0.846</b>
IRP1	17.33	0.047	0.81	
IRP2	20.08	0.044	0.87	
IRP3	16.39	0.041	0.67	
IRP4	14.56	0.044	0.64	
<b>Innovative job performance</b>				<b>0.848</b>
INOP1	14.90	0.047	0.71	
INOP2	15.42	0.047	0.73	
INOP3	15.83	0.045	0.71	
INOP4	12	0.050	0.60	
INOP5	15.47	0.045	0.70	
INOP6	15.13	0.048	0.73	
INOP7	15.25	0.047	0.72	
INOP8	15.26	0.048	0.73	
INOP9	14.84	0.052	0.77	
<b>Job Satisfaction</b>				<b>0.891</b>
JS1	10.12	0.057	0.58	
JS2	.15.43	0.050	0.77	
JS3	22.03	0.044	0.96	
JS4	22.20	0.044	0.98	
JS5	14.57	0.052	0.76	

All indices have acceptable factor load and none of them omitted but those below 0.3 or with smaller statistics than 2. Results of test hypothesis are in Table.III.

Table III: Correlations

		Correlations		
		Job satisfaction	In-role performance	Innovative job performance
Job satisfaction	Pearson Correlation	1	.126*	.252**
	Sig. (2-tailed)		.023	.000
	N	323	323	323
In-role performance	Pearson Correlation	.126*	1	.566**
	Sig. (2-tailed)	.023		.000
	N	323	323	323
Innovative job performance	Pearson Correlation	.252**	.566**	1
	Sig. (2-tailed)	.000	.000	
	N	323	323	323

\*. Correlation is significant at the 0.05 level (2-tailed).  
\*\*. Correlation is significant at the 0.01 level (2-tailed).

According to Tab.3 it is clear that  $\text{sig}=0.023 < 0.05$  so with 95% certainty first hypothesis confirmed and it is meaningful and correlation between job satisfaction and in-role is 12.6% and shows direct relationship. On the other hand, the determination cofactor is 0.016 and show that independent variable can 1.6 % predict the dependent one. In Second hypothesis, with respect to Tab.3,  $\text{sig}=0.000 < 0.05$ . Thus with 95% certainty first hypothesis confirmed and it is meaningful and correlation between job satisfaction and innovative job performance is 25.2% and shows direct relationship. On the other hand, the determination cofactor is 0.063 and show that independent variable can 6.3 % predict the dependent one.

## 7.DISCUSSION

In this part we investigate the results of analysis, job performance, in-role performance and innovative job performance and finally job satisfaction.

Table IV. Descriptive statistics

	Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
In-role performance	323	1.00	5.00	3.7438	.78907	.623
Innovative performance	323	1.11	5.00	3.3770	.77864	.606
Job satisfaction	323	1.00	5.00	3.4235	.81990	.672

In-role performance variable has min point 1 and max point 5, average 3.7438, Std dv 0.78907 and variance 0.623, while this variable has 4 questions with 5 points range of Likert, obtained average is higher than expected one (point 3) which show that in-role performance is in favorite level. Innovative job performance variable has min point 1.11 and max point 5, average 3.3770, Std dv 0.77864 and variance 0.606 while this variable has 9 questions with 5 points range of Likert, obtained average is higher than expected one (point 3) which show that innovative job performance is in favorite level. Job satisfaction variable has min point 1 and max point 5, average 3.4235, Std dv 0.81990 and variance 0.672 while this variable has 5 questions with 5 points range of Likert, obtained average is higher than expected one (point 3) which show that Job satisfaction is in favorite level. Based on confirmation of theory about relation between job satisfaction and role and increase in role-accepting of employee, job satisfaction will increase in Guilan public sector and in accordance with Marilalich loser and et al (2009) researches in south Korea. With respect to confirmation of relation between job satisfaction and innovative job performance, if creation in job will be produced for employees, it will lead to higher satisfaction in job and it is in accordance with Rayan Zimmerman and Todd (2009) in US.

Organization must provide situations that employee would be able to criticize to improve conditions without fearing from the negative reaction of higher supervisor and if they see that positive aspects are more important than negative ones, then in-role performance will improve and higher job satisfaction will be obtained. Managers of organization should clarify about their own and employee tasks to attract their confidence, thus employee will immigrate them in behavior and do their job properly with maximum effort and feel success. Also managers must consider their employee and their comfort and provide them good work situation so that problems solved creatively. Managers can attend in meetings to solve problems of innovative and encourage them for more promotion, use less direct monitoring and let them, to some extent; decide by their own mind which may lead to innovative in job. Innovative can be established in an organization by developing such a culture. Supervisors must find a solution that Innovative ideas are a systematic way in organization and employees must be eager about it. It is recommended that managers increase their knowledge about making innovative in employees and obtain impressive results by giving them more authority, also sometimes job shifting can promote employee skill and make them more innovative.

Sampling method was one of the limitations of current research. It is recommended to other researches to use random method and other population size. Role and effect of personal characteristic such as age, gender, background and education can be studied as an interfering variable on job performance.

## Appendix

### Job satisfaction:

JS1 I have generally found the kind of work I do here exciting

JS2 It is worthwhile to invest my time delivering service at this hospital

JS3 I would advise my friends to patronize this hospital

JS4 I would recommend this hospital as a place to work

JS5 Overall, I feel I am satisfied with my job

### In-role performance

IRP1 This employee always completes the duties specified in his/her job description

IRP2 This employee meets all the formal performance requirements of the job

IRP3 This employee fulfills all responsibilities required by his/her job

IRP4 This employee never neglects aspects of the job that he/she is obligated to perform

### Innovative job performance

INOP1 This employee often creates new ideas for improvements

INOP2 This employee often mobilizes support for innovative ideas

INOP3 This employee searches out new working methods, techniques, or instruments

INOP4 This employee seeks approval for innovative ideas

INOP5 This employee transforms innovative ideas into useful applications

INOP6 This employee generates original solutions to problems

INOP7 This employee introduces innovative ideas in a systematic way

INOP8 This employee makes important organizational members enthusiastic for innovative ideas

INOP9 This employee often thoroughly evaluates the application of innovative ideas

AI.Table: Appendix

Notes: Job performance are evaluated by supervisors; other item is rated by employees .

Sources: Adapted from: Janssen and Van Yperen (2004); Brown and Peterson (1994) and Podsakoff; Mackenzie (1989).

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