

# A THEORETICAL STUDY OF FACTORS RESPONSIBLE FOR JOB PERFORMANCE

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*Abstract* : Job Performance is related with job satisfaction or we can say that an employee will perform well when he is fully satisfied. This paper finds out the factors which affect the job performance. This research paper makes a contribution towards society as the factors explained about awareness of good working environment for the job satisfaction of employees. If organizations take working environment seriously, it will definitely increase the commitment level of workers and that will lead to the increase in productivity as well. There are many factors which are almost same in every organization. This paper finds many factors like work stress, low salary, unequal treatment, recognition etc., which contributes towards the negative or positive feeling in the employee. Secondary data was used in this study to identify the factors which leads an employee to Job Dissatisfaction. Every organization should find some critical factors which bring dissatisfaction at workplace among employees, and adequate steps should be taken to eradicate the problems which are becoming hurdles in attaining the pre defined objectives of the organization.

**Keywords:** Employees, Job Satisfaction, Job performance, Commitment, Dissatisfaction.

## I. INTRODUCTION

An individual's life is satisfied when he is satisfied with his job, because a person spends almost one third of his life at his workplace and it is the major source of survival. Job Satisfaction is the major factor which attracts the employee towards his professional commitment and affects the efficiency. Whether a person is employer or employee, job satisfaction is must. Job satisfaction is directly related with the employee's performance. It can directly or indirectly affect the productivity of organization. Employees, who are satisfied with their job, are likely to work with full efficiency, perform well and their absenteeism rate is also found less. While the dissatisfied employee will affect the company in a negative way i.e. perform poorly, have lack motivation etc. These things go side by side, satisfaction leads the employee to perform better and better performance leads to productivity.

There are so many factors which can affects the level of the job satisfaction like unequal pay, less career growth opportunities, bad management, lack of interest, work pressure, workplace politics, stress of job, no recognition etc.

## II. Literature Review

This paper has been done to understand the relationship between working environment and satisfaction on job in different context. This kind of study is gaining more importance because these factors have a great impact on the society.

**Syed Mohammad Azeem(2010)** suggested that the organizations should identify some factors which have a very strong impact on commitment of the organization and those factors should be incorporated in the employee's development programs so that the employees can improve their attitude towards their job. The study can help the organizations in designing policies to improve the organizational commitment. The study concluded that the Age and Job tenure are most significant factors of organizational commitment. If employee stays in an organization for long time, he understands the organization better.

**Singh & Jain(2013)** concluded that, in the field of Customer service and Sales, the employee must be happy because he/she represents the company to the public. The organization should develop the strategies that enhance the employee's satisfaction so that the employee's performance and productivity can be increased. Because only that can lead us to the Customer's satisfaction & retention, and that can take us to the higher profits.

**Maulabakhsh & Raziq (2015)** discussed that the working environment and job satisfaction are positively related to each other. If the working environment is bad, the employee will not be able to work with their full potential. The employees will find ease in the working, if the environment he is getting is relaxed, free i.e. without pressure etc. A good environment leads to high amount of job satisfaction that makes the employee more motivated and committed towards his job in the long run.

**Neog & Barua (2014)** found that the Salary is the most influential factor which affects the job satisfaction in an employee. After that Work-family balance, Supervisor support, Career opportunities etc. came into considerations. It is found in the study that

festive bonus, infrastructure facilities, canteen facility, job security, working environment were also the factors which are affecting the employees.

**Kabir & Parvin (2011)** concluded that fair pay, promotion, working conditions are the major factors that affect the job satisfaction of employees of pharmaceuticals companies. All employees work for monetary compensation, so we can increase the employee's salary to motivate them, this can lead us to enhance the service quality and performance of organization.

If these companies pays attention towards the fairness in the organization i.e. fair pay, fair treatment, fair working hours etc., then the employees can be motivated & it will improve employee's attitudes towards job, and they will be motivated and will offer good services for the organization.

According to the above explained review of literature, it is found that there are so many factors which affect the satisfaction level of employees at workplace. Many factors are common in almost every organization. All these are internal factors which can be controllable if taken care of.

**Figure no. 1 Conceptual framework of the study**

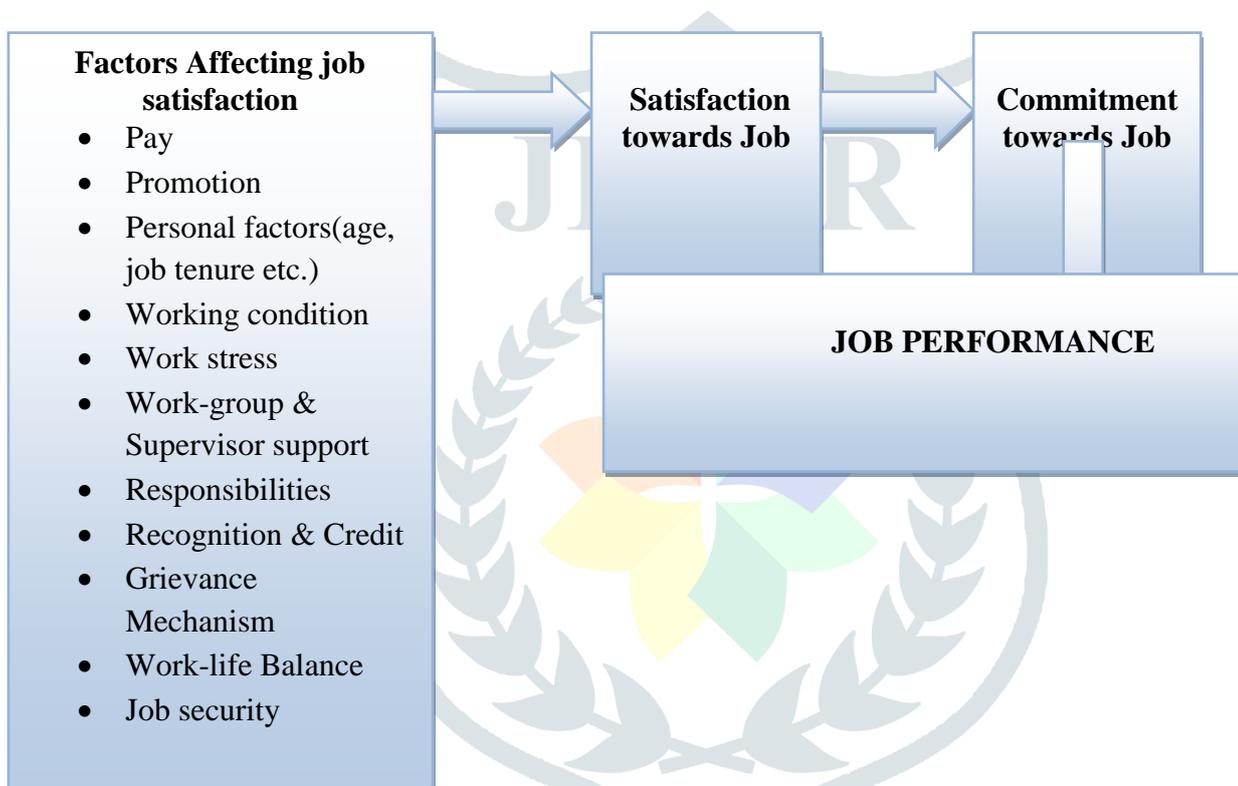


Figure no.-1 represents the factors which are responsible for the job performance. Factors shown above lead to the Satisfaction towards job and it leads to Commitment towards job that ultimately leads to Job Performance.

### III. RESEARCH METHODOLOGY

The study contains secondary data as it is a theoretical review of Job Performance. Secondary data was collected from Books, Journals and Previous Studies to find the factors which cause dissatisfaction among employees at workplace.

#### Objective of Study:

- To identify the factors affecting job satisfaction of employees and how these factors leads to satisfaction and commitment towards Job.
- To identify the impact of job satisfaction on job performance.

### IV. Major factors influencing Job satisfaction and Performance:

Following are some of the factors which affect the satisfaction level of employees at workplace, All the Organizations should pay good amount of attention towards these factors, so that the effectiveness of the employees can be increase. Paying attention towards these factors is beneficial for both i.e. employees and organization.

**Pay:**

Every person works for monetary benefits that he will get from his job. If a person has good qualification, he will expect to get paid good amount of compensation. What if he doesn't get salary that he expected, this thing will frustrate him and he will not attain job satisfaction. Any person loves his job if he is getting paid according to his qualifications and caliber.

**Promotion:**

Every employee has future plans and desire to be promoted. If employee have a feeling that there are not enough growth opportunities in the organization then he is likely to have negative feelings for the job. This can compel him to deliver low quality of work. Employee can be motivated when he has better opportunities to look forward.

**Personal Factors:**

There are also some factors which are of personal nature like Age of the employee, Tenure of job and personality. Organizations cannot directly influence these ones. Job satisfaction rises with the tenure, because with long tenure the job security also rises, which brings satisfaction. Sometimes Personality traits directly affect the job satisfaction like self esteem, maturity, job assurance etc. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction.

**Working Conditions:**

Uncomfortable work stations, improper lighting, unhygienic environment, noise, poor canteen facility, degraded technology are some factors that make contribution to workplace dissatisfaction. Employees spend most of the time at the workplace, if they don't find it favorable they will be disappointed, his or her commitment level will be affected and work cannot be done with full potential.

**Work Stress:**

Stress at work has negative impact on the performance of employee and leads to job dissatisfaction. Normally stress arises when the employee cannot correspond to job with the skills he/she has. Stress leads to loss of health; it can lead to fatigue, depression, imbalanced schedule etc. An unhealthy or disturbed employee cannot work with full efficiency.

**Responsibilities:**

When a decent amount of responsibilities are involved in a job, the employees tend to work more efficiently. If employee is given bigger responsibilities, he projects himself as a very capable person and an integral part of the organization. He feels satisfied and confidence arises and he works with his full potential.

**Recognition or Credit:**

Sometimes the non monetary factors are more important. Chances of being disappointed are higher if the organization does not give credits to the employees for their performance. If the employee does not get proper recognition for his work, he will never be motivated to do that again with his full potential. Senior employees should always appreciate their employees for their good performance. This is a very influential factor of Job dissatisfaction.

**Grievance Mechanism:**

Proper grievance machinery should be there to handle the complaints of the employees arises at the workplace. If the complaint of an employee is addressed by the authorities, it restores the faith of the employee in the organization.

**Work-Group & Supervisory support:**

Work group offers a source of support to the employees. Peers provide good advice, assistance to the individual, which brings a positive feeling to the employee. A friendly group interacts with each other and helps each other. Mutual trust is build between the members. This is a kind of social factor that affects the satisfaction level at workplace. If a person doesn't have supportive colleagues and supervisory support, he will not feel like to work according to his full efforts.

**Work-life Balance:**

Some people seek job to bring stability in their life. If they have to change place very frequently, it would be a turn-off for them. Transferring of employee again and again disturbs his or her daily routine; it also affects the family routine as well. It becomes very problematic for employee to balance his family and work-life accordingly Organizations should try to make less possible instabilities for the employees, so that the employee and his family do not have to suffer.

**Job Security:**

Safety & Security can be the major factor of Workplace Dissatisfaction, if any employee doesn't feel safe at the job; the job satisfaction level will definitely fall. Organisation should ensure the job security to the employee so that he does not work out of fear of losing job.

**V. CONCLUSION:**

It is observed from the above explained factors that there are so many Components which are affecting the Job Satisfaction. Job dissatisfaction leads to Workplace negativity. To remove the workplace negativity, the organizations should make every possible attempt to make employee totally satisfied of his or her work. Organizations should identify the Controllable factors, and do the

best to make environment feasible for the employee. The job satisfaction not only affects the productivity or efficiency of the employee, it also has impact on the general life of employee. It has been seen that, a satisfied employee is physically and mentally healthy and he can work with full efficiency for the organization. The job satisfaction can be used to motivate the employees so that they can work even harder. There is a proverb 'A happy employee is a productive employee.' A happy worker would be satisfied from his job.

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