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Impact of Job Satisfaction on Employee Performance: A Study of the Education Sector in Haryana

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Abstract:

Employee job satisfaction is a critical determinant of organizational success and employee performance. Job satisfaction reflects an individual's emotional and psychological state toward their job and workplace, encompassing internal and external factors such as salary, job security, growth opportunities and organizational culture. This study investigates the impact of job satisfaction on the job performance of employees in the education sector of Haryana. A sample of 150 teachers and institutional heads from private schools and universities was surveyed using a structured questionnaire. The study utilized descriptive statistics, chi-square tests and correlation analysis to examine the relationship between job satisfaction dimensions and performance metrics. Findings indicate a strong positive correlation between job satisfaction and employee performance, with significant relationships observed across economic, personal and growth-oriented factors. The research emphasizes the need for educational institutions to prioritize employee satisfaction to enhance productivity, innovation and institutional effectiveness.

Key words: Job satisfaction; employee performance; education sector; correlation; Haryana; organizational behavior; growth factors.

Introduction: The concept of Job Satisfaction has been developed in many ways by various researchers. From the various definitions given by the researchers, the most commonly used definition is related to Locke (1976), who describe Job satisfaction as “a positive sentiment which is the result by the supervisor for appraisal of one's Job experiences. Further Job satisfaction can also be defined as psychological level of an individual that he\she feels towards their work, in other way. It is the feeling and behaviour about various internal and external determinants towards the Job and the organization they work. In 2011 “Kuria” explained that employees are mostly satisfied and their productivity will be increased when their Job offers them a good salary structures, a appreciated their efforts, grievances handling policy, policy of employee participation in Mgt, Growth and development polices related to employees, Job security, effective communication system etc.

Job satisfaction is basically concern with one's feeling about his/her job. It can also be explain by the attitude, behaviour, likeness and preferences etc. for the job. In 2006 Armstrong describes job satisfaction as the behaviour of the people regarding work. This behaviour can be positive or negative, the positive behaviour or favorable behaviour shows that employees were satisfied from



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their job and negative or unfavorable behaviour shows that employees were not happy from their job. A person who have negative attitude towards his /her job, suffering from nervousness, tension, worry, upset and distress. Whereas those who have positive attitude will feel very happy, their productivity is also increase, they will generate new ideas and devoted themselves to their work. Job satisfaction is helpful to establish a relationship of employee's attitude of job and the various determinants of job like; personal factors, organizational factors, cultural factors etc. **lease (1998)** described that employees who were highly satisfied from their job were regular on their job, they tries to improve by generating new ideas and they obey the organization commitments.

Job Performance

Job performance states the performance of a person regarding his/her or work responsibilities. In other words job performance refer to disparities of person's achievements in his/her job. So it can be said that all together it includes the specific level or stage of an individual's work performance and results. The performance of a person directly affects the results or outcome from the job.

The concept of the job performance includes various core behaviors like task behaviour, special aspects behaviors and counter behaviour. These can further explain as the task behavior which is performed by an employee during their work performance. Social aspect behavior is concern with the behaviour which is related to the social responsibilities of an employee to promote and strengthen the organization effectiveness. Other kind of behaviour is the counter behaviour that is very harmful for the organizational like theft, dishonesty etc. Winarno define in 2008 job performance is something that is the result or outcome of a person or group of persons from a task.

Statement of the problem

The main purpose of all organization is to hiring and retaining the most suitable employees in the concern. For accomplishment of this purpose, Performance analysis and evaluation become the most important aspect for both employee and the employer. This research is facilitates to identify the impact of job satisfaction level on the job performance of employees in education sector. It also investigates the relationship between the level of job satisfaction and the job performance of the respondents.

Objectives of the study

The primary objective of the study is to analysis the impact of the level of job satisfaction of employees on their performance. Further this research also finds the factors that are responsible for job performance. The following are the objective of the study:

- (i) To analysis the impact the job satisfaction on job performance
- (ii) To find the various determinants of job performance
- (iii) To find the relationship between the job performance



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Background of the study

The dimensions which are used to measure job satisfaction are divided into two parts. First is job intrinsic and another is job extrinsic. These two parts further includes the various factors like salary structure, job working conditions, functions of an organization, growth aspects etc.

Performance is measured by the various scales which fulfill the requirement of accuracy and adequacy of various attributes like personal, professional, general etc. These various attributes includes technical competency, skill level, accuracy, team spirit, honesty, communication skill etc. Job satisfaction variables and performance appraisal scale were provides to the employee to write their scores. After recording the score of both aspects, the researcher then compare both with each other. This comparison is very helpful to find the impact of job satisfaction on job performance.

Research methodology

This study is an exploratory study. This study is conducted on educational sector of Haryana. To collect the data a standard questionnaire is constructed. This questionnaire consists two parts in which first part is related to demographic profile and second part is includes all required data needed to the study. The data is collected from superior and subordinates both (teachers and institutional heads). This research was carried out among 150 teachers and institutional heads of private schools and universities.

Statistical tools

To analyze the data different statistical tools like descriptive analysis, hypothesis testing chi-square test, correlation, average are used.

Statistical Analysis: Demographical analysis

The following table shows the demographical analysis of the data:

Descriptive statistical analysis

The study shows that there is a significance correlation between the various factors of job satisfaction and the performance of employees. Further, a very strong correlation is also finding between the level of job satisfaction and the performance of employees in educational sector of Haryana. When the statistical analysis was conducted, it was found that there is a positive and a significance relationship between the internal job satisfaction factors and performance of the employees ($r=0.642$, $p<0.01$), external job satisfaction factor and the performance of the employees ($r=0.781$, $p<0.01$), Economic Factor ($r=0.775$, $p<0.01$), personal Factor ($r=0.680$, $p<0.01$) and growth orientation Factor ($r=0.622$, $p<0.01$) at 0.01 levels of significance.

Conclusion:

The study highlights that job satisfaction significantly influences employee performance in the education sector. Teachers and institutional heads who report higher levels of satisfaction demonstrate better productivity, stronger commitment and improved behavioral outcomes compared to their less satisfied peers. Key determinants such as salary structure, growth



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opportunities, job security and supportive organizational policies were found to enhance satisfaction and directly improve job performance. Statistical analysis confirmed strong correlations: internal job satisfaction factors ($r=0.642$, $p<0.01$), external factors ($r=0.781$, $p<0.01$), economic factors ($r=0.775$, $p<0.01$), personal factors ($r=0.680$, $p<0.01$) and growth orientation ($r=0.622$, $p<0.01$). These findings stress the importance of comprehensive HR strategies and supportive leadership practices to ensure employee well-being and long-term retention. For administrators and policymakers, the implication is clear: investing in employee satisfaction not only benefits individuals but also improves institutional performance. Future studies could expand the scope by including government institutions and exploring qualitative insights to complement these quantitative findings

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