Job Satisfaction and Performance

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Literature Review Essay

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A general browser search with Google Scholar on the topic of “Job satisfaction and performance” resulted in 2,700,000 hits with the majority of publications being case studies from different authors. There are numerous articles that provide qualitative and quantitative reviews, organizational research, identifies the significance of the topic, and presents various empirical studies relating to the topic. Because it is a search with Google Scholar, much of the literature is academic and focuses on different case studies. Some articles also present factors of job satisfaction such as effort, compensation, job attitudes, rewards and how it connects to the relationship. The review of literature will discuss the various case studies presented by authors and will focus on the relationship between job satisfaction and performance and other factors that contribute to it.

In one of the articles, it was studied that there may be a distinctive relation between job attitudes and performance. Following this logic, attitudes toward the job should be related to behaviors on the job, the most central of which is performance on the job (Judge, 2001). Fishbein (1973) also noted that attitude measures should be related to the pattern of behaviors that the individual engages in with respect to the attitude object. People who assess a positive attitude engage in behaviors that support it. In contrast, those who evaluate a negative attitude tend to engage in behaviors that oppose it. The attitude in the job gradually affects how one behaves, hence indicating their performance in the job.

The Theoretical Model in another case study shows that performance leads to rewards, and it distinguishes between intrinsic and extrinsic rewards and their connection to performance. Extrinsic rewards are organizational controlled rewards such as pay, promotion, status and security. Whereas an intrinsic reward is the feeling of having accomplished something worthwhile or any rewards that satisfy self-actualization needs or higher order growth needs. The connection is relatively weak because of the difficulty of tying extrinsic rewards directly to performance (Lawler, 1967). However, intrinsic rewards are subject to fewer disturbing influences and thus are likely to be more directly related to good performance (Lawler, 1967). It was also stated that this model would seem to predict that because of the imperfect relationship between performance and rewards and the importance of expected equitable rewards there would be a low but positive relationship between job satisfaction and job performance.

The last article argues that it is important to define effort as easily distinguishable from job performance. Christen stated that effort is an input to work, and job performance is an output from this effort. Some studies include work motivation as an antecedent to job satisfaction, but motivation “I want to work hard” is not the same as exerted effort “I did work hard and spent a lot of time and energy” (Christen, 2006). In addition, Anderson and Oliver (1987) presented outcome-based control and behavior-based control to estimate the strength of the relationship between effort and job performance, also possibly affecting job satisfaction. An example used was that situations with incentive pay, high effort may lead to strong job performance and high compensation. This would increase job satisfaction and largely mitigate the negative effect of costly effort on job satisfaction (Christen, 2006).

This essay summarizes the literature review for the student researcher’s investigation on Job Satisfaction and Performance. Based on various articles and case studies, the researcher was able to add on to the information known. Employee and organizational perspectives regarding the proposed relationships, examinations, arguments, and studies have been highlighted. The proposed research project fits in with the literature review in terms of similarly examining the different attitudes, rewards, efforts and its connection to job satisfaction and job performance. The project also focuses on certain factors and how it contributes to the relationship.

References

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