

ANALYSIS OF VARIOUS DETERMINANTS WHICH AFFECT ON JOB PERFORMANCE: (A CASE STUDY ON PRIVATE AND PUBLIC UNIVERSITIES EMPLOYEES OF D.I.KHAN)

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ABSTRACT

Employee attitudes are imperative to management because they settle on the behavior of workers in the organization. The frequently held judgment is that “A satisfied worker is a fruitful worker”. A satisfied work force may generate agreeable feeling within the organization to perform well. Hence job satisfaction and commitment has become a major topic for research studies. The specific problem addressed in this study is to measure the impact of various determinants on job satisfaction and commitment on performance. It considered which rewards (intrinsic and extrinsic) determine the job satisfaction of an employee and performance. It also considered influence of gender, age, education and experience of employees on job performance. Data were collected through a field survey using a questionnaire from teaching and non teaching staff of public and private Universities at D.I.Khan. Regression analysis revealed that there exists positive high correlation and positive significant impact of age, education experience, job satisfaction, affective commitment and organizational citizenship behavior on performance of employees.

Key words: Job satisfaction, Affective commitment, organizational citizenship behavior. Physical environment, job Performance

INTRODUCTION

An organization is a kind of social pact tries to achieve the collectively common goals. Organizational culture is the jumble of attitudes, values, beliefs, and typical patterns of relationships, behavior, and performance that characterize the organization. An individual who provides services for recompense to an employer and whose duties are under the control of the employer is an employee of an organization. An employee should always be motivated to work, but if the environment conditions do not support him then his capabilities can be incapacitated (Khalid.T.H.M and Waheed.S, 2010; McMaulle et al., 2001) Organizational commitment is involvement and loyalty of employee in an

organization. It shows such bond of employees with the organization that employees are enthusiastic to give something of them in order to add to the organization's health (Mowday, Steers, and Porter 2009).

High level performance is realized through efficient and effective performance of employees. Workers satisfied about the job are committed and extend more effort to job performance. Thus every organization tries to generate a satisfied work force to manage the well- being of the organization. Key indicator of satisfied work force is feeling about work, environment and leadership behavior. Therefore, the address research problem of this study is that; is there an impact of job satisfaction, commitment, organization

behavior and physical environment on employee performance in an environment like D.I.Khan a district of Khyber Pakhtunkhwa (Pakistan).

Dera Ismail Khan a district of Khyber Pakhtunkhwa (Pakistan), where literacy rate is 31.3% (1998 census report). The study area is economically backward because of lacking facilities for economic development. Majority of the population in the area have been facing, latest educational facilities, health facilities, parents' interest etc. Here males are prioritized to get education because education is attached to employment and male has to support family financially and female has to look after house hold affairs. There is one university in public sector and four universities in private sectors. In private sector the environments are highly stressed as their working times are highly regulated in that they have to sign-off on the system when they go for tea, lunch and even the ablutions. The staff often has to work even in 2nd shift programme and Sundays. They often have to deal with irate students.

The physical environment is such that they are in close proximity to each other and the office and break-away areas are dull with pale colors. The staff sentiment has that they come to work because they have to be here, that they have no career paths and that they probably will not progress much further in the institution than their current positions. They do not feel that they are part of the institutions' objectives; they don't fully understand how they contribute to the objectives of the company. In public sector institute case is fully averse and it is much bigger institute than institutes in private sectors. It has much more employees than the total employees of the all four institutes in private sectors.

The main rational of the study is to contribute to research community by enhancing existing knowledge and generating new knowledge within the field of educational psychology. This study will be of immense benefits to other institutions as well who are interested in furthering their performance activities.

RESEARCH HYPOTHESIS

2.1 H_0 = Job satisfaction, affective commitment, organization behavior and physical environment all collectively has impact on employee performance.

2.2 H_1 = Job satisfaction, affective commitment, organization behavior and physical environment all collectively has no impact on employee performance.

Also individual impact of Job satisfaction, affective commitment, organization behavior and physical environment on employee performance is sub hypothesized.

LITERATURE REVIEW

Job Satisfaction is a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences'' (Locke 2006). Job satisfaction is sentimental or exciting response toward various facets of one's job (Judge et al, 2007). Job satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance. It is negatively related to absenteeism, turnover, and perceived stress (Judge et al. 2001)

There is small positive relationship between satisfaction and performance (Iaffaldano and Muchinsky 2005) found true correlation between overall job satisfaction and job performance. Yousef (1998) found that the more the employees

are satisfied with the security of their jobs, the better their performance in their jobs. Smith and Cranny (2006) reviewed the literature and concluded that satisfaction and commitment is linked with performance. People with high sense of worth experience higher levels of job satisfaction (Robbins 2003). Sense of worth influences the choice of occupation. Low sense of worth is influenced by what others think of them. Sense of worth is positively related to achievement and motivation (Pierce et al. 2003).

Organizational commitment is involvement and loyalty of employee in an organization. It shows such bond of employees with the organization that employees are enthusiastic to give something of them in order to add to the organization's health (Mowday, Steers, and Porter 2009). Organizational commitment is "the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization" (Robbins, 1998). Highly committed employees may perform better than less committed ones (Mowday, Porter, and Dubin 2004). Affective commitment correlated positively with the performance (Meyer et al. 1989; Somers and Birnbaum 2000)). Employees with high levels of continuance commitment have lower performance ratings (Angle and Lawson 1994; Shore and Wayne 1993). Affective commitment in the public Organization is important and base on emotional attachment to, identification with, and involvement of employees in the organizations. Thus affects organizational performance (Liou and Nyhan 2010; Romzek 2009)

Organizational citizenship is individual behavior that is mandatory, not directly or unambiguously documented by the formal reward system, and that in the aggregate

promotes the efficient and effective functioning of the organization (Organ, 2008). Organizational citizenship behaviors include working afar required job duties such as assisting others with their tasks, promoting a positive work environment, avoiding needless convicts, being involved in organizational activities, and performing tasks beyond normal role requirements. The practical importance of organizational citizenship behavior is that such behaviors improve efficiency and effectiveness in both public and private organizations.

Many scholars investigated the relationship between citizenship behavior and organizational performance for example (Bolino, Turnley, and Bloodgood 2002), Koys (2001), (Malaos 2001), Podanskoff and Mackenzie (1997). Podanskoff and Mackenzie (1997) also insisted that organizational citizenship behavior is linked to organizational performance. In a study conducted in a regional restaurant chain, Koys (2001) showed that organizational citizenship behavior influences portability. In organizations where there is less training, less upgrading of programs, lower adoption of flexible reward-incentive schemes, there is lower productivity in general (Malaos 2001).

The concept of organizational performance refers to whether the agency does well in discharging the administrative and operational functions pursuant to the mission and whether the agency actually produces the actions and outputs pursuant to the mission or the institutional mandate. The agency's internal management and operation have contributed substantially to the achievement of these goals (Rainey and Steinbauer 1999). The dimensions of organizational performance in the public sector are divided into internal and external performance, and each specifies

the following performance-related values: efficiency, effectiveness, and fairness. Organizational performance is assumed to be affected by individual-level variables.

Performance increases with better environment (Gensler, 2006; Akuegwu, 2005) concluded that in a good socio-psychological, physical and intellectual environment, employee performance is well in their activities, if the work environment is bad, poor or uncondusive it leaves a great negative and lasting effect on the performance. Durotolu (2000); Nkom (2000); Ariyo (2000) and Aiyegbusi (2000) founded no significant relationship between the entire work environment and job performance on the basis of various components of work environment that are determinants of job performance.

Many researches were conducted to find relationship between job satisfaction and age, years of experience, educational level, and marital status for example Andrews (1990) found no relationship between age and the job satisfaction. Bowen et al. (2011) and Griffin (2004) found no such relationship. Yearta (2005) showed that age does not affect work performance. Smedley and Whitten (2006) suggested age as a potential factor for work performance. Shultz and Adam (2007) found significant differences between age groups and work performance. Kujala et al. (2005) was not satisfied with work performance of younger people but this was opposed by a study of Birren and Schaie (2001).

Griffin (2004) and Andrews (1990) found no relationship between job satisfaction and work experience. Marital status is related to the job performance (Bowen et al, 2011; Fetsch and Kennington, 1997). Nestor & Leary (2000) and Riggs & Beus (2003) indicated that females have higher levels of job satisfaction. Shaiful

Anuar, et al (2009) reported that gender did not have a significant impact on work performance. Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organizational commitment (Wiedmer, 2006). Education influences positively work performance (Linz, 2002). McBey and Karakowsky (2001) found causal relationship between education and work performance.

METHODOLOGY

Primary data from 160 employees of the Universities in public and private sector at Dera Ismail Khan District who were randomly selected using stratified sampling technique was collected with the help of structured questionnaire. Sample size was calculated by using formula offered by Tabachnik and Fidell (2001, p. 117) for computing the sample size required for a multiple regression analysis $N \geq 50 + 8m$

Where m = Number of predictor variables.

As in this research study there are nine independent variables that's why sample size becomes equal or more than 122. A five-point Likert scale was used in questionnaire on different attributes on Job satisfaction, Affective commitment, Organizational behavior, Physical environment. Data was also collected on demographics like age, marital status, education, experience, department and gender also to see their impact on job performance.

MODELING

The General Linear Model is commonly estimated using ordinary least square has become one of the most widely used analytic techniques in social sciences (Cleary and Angel 1984). Most of the

statistics used in social sciences are based on linear models, which means trying to fit a straight line to data collected. Ordinary least square is used to predict a function that relates dependent variable (Y) to one or more independent variables ($x_1, x_2, x_3 \dots x_n$). It uses linear function that can be expressed as

$$Y = a + bX_i + e_i \quad \text{Where}$$

a. Constant b. Slope of line
 X_i . Independents variables
 e_i . Error term

Hence to assess contribution of different determinants on job performance Linear Regression Model was expressed as follow
 Y (Job Performance) = a (constant) + X_1 (Gender) + X_2 (Marital status) + X_3 (Age) + X_4 (Education) + X_5 (Experience) + X_6 (Job satisfaction) + X_7 (Affective commitment) + X_8 (Organizational behavior) + X_9 (Physical environment) + e_i (Error term)

ANALYSIS AND INTERPRETATION

Table 1 shows correlation b/w dependent variable and independent variables used in the model.

Table 1 Correlation of job performance with different variables

Variables	Pearson Correlation	Significant (2-tailed)
Gender	-.028	.723
Marital Status	.217**	.006
Age	.566**	.000
Education	.088	.267
Experience	-.272**	.000
Job Satisfaction	.645**	.000
Affective Commitment	.576**	.000
Organizational Behavior	.287**	.000
Physical Environment	-.186*	.018

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

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

Job satisfaction and affective commitment are highly positively correlated to job performance with $r = 0.645$ and $r = 0.576$ respectively showing that 1% change in job satisfaction brought 64% change in job performance and 1% change in affective commitment brought 57% change in job performance. Among demographic variables age appeared highly positively correlated to job performance with $r = 0.566$. Education level weakly correlated to job performance. Estimation of the job performance showed moderate to strong multicollinearity among the independent variables (table 2 to 4). The value of F-statistics ($F = 53.079$, table 3) shows that the explanatory variables included in the model collectively has significant impact ($p = 0.000$, table 3) on the job performance accepting null hypothesis. The significant explanatory variables are age ($p = 0.000$, table 4), education ($p = 0.003$, table 4), experience ($p = 0.025$ table 4), job satisfaction ($p = 0.000$, table 4), affective commitment ($p = 0.006$, table 4) and organizational behavior ($p = 0.001$, table 4). Positive sign of age shows that old age employees are satisfied with the job, committed to the organization because many of them may not or can not leave the organization. Negative sign of education and experience shows that employees having poor academic record and experience and low education may not leave the organization and are satisfied and committed to the organization. The R^2 and Adjusted- R^2 values of 0.878 and 0.771 respectively suggest that at least 77 percent variations in job performance are explained by the explanatory variables included in the model.

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.756	3.34762

- a. Predictors: (Constant), Physical environment, Affective commitment, Organizational behavior, Age, Marital status, Experience, Job satisfaction, Gender, Education

Table 3 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5353.515	9	594.835	53.079	.000 ^a
	Residual	1591.327	142	11.207		
	Total	6944.842	151			

- a. Predictors: (Constant), Physical environment, Affective commitment, Organizational Behavior, Age, Marital status, Experience, Job satisfaction, Gender, Education
 b. Dependent Variable: job performance

Table 4 Co efficient

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.009	5.235		1.339	.183
	Gender	-.517	.781	-.038	-.662	.509
	Marital status	-.595	.897	-.041	-.663	.509
	Age	.608	.065	.538	9.351	.000
	Education	-.799	.267	-.175	-2.992	.003
	Experience	-.193	.085	-.120	-2.264	.025
	Job satisfaction	.502	.057	.467	8.859	.000
	Affective commitment	.300	.109	.171	2.763	.006
	Organizational behavior	.202	.060	.147	3.344	.001
	Physical environment	.005	.062	.004	.075	.940

- a. Dependent Variable: job performance
 The coefficient for age, education, experience, job satisfaction, affective commitment and organizational behavior is significant below 5 percent level and suggests that age, education, experience, job satisfaction, affective commitment and organizational behavior affects job performance positively. One percent increase in gender, marital status age, education, experience, job satisfaction,

affective commitment, organizational behavior and physical environment brings about 53% percent change in job performance.

DISCUSSION AND CONCLUSION

Highly committed employees are the doom of an organization. Therefore it is the need of the time to be mindful of their perceptions regarding their satisfaction, organizational citizenship behavior and

physical environment of the organization. Present cram hushed-up up with some results regarding job performance of employees in an organization. Data analysis revealed that overall higher the satisfied employees with the job higher is the commitment and hence performance. But satisfaction of employees with the job differs from employee to employee with respect to age, educational level, experience, organizational behavior and physical environment .Many of them consider their age, education level, experience, organizational behavior and physical environment very important for the job performance. They admit these factors as influential in their performance. They wished challenging and interesting work, training and guidance, fair pay, respect, clear understanding of the job and its performance required, strong sense of belonging to the organization for their satisfaction and then commitment with the organization even though physical environment is not favorable. In the presence of good physical environment i.e good physical appearance of building, better rooms' ventilation and lightings, rooms' cleanliness, physical security, adequate facilities of communications and transport etc their performance may be more better. They are ready to assist their dependant, to volunteer the things that are not required, orient new things and help new employee even not asked. From above findings and discussion it is concluded that better job performance is dependent on gender, marital status age, education, experience, job satisfaction, affective commitment, organizational behavior and physical environment collectively. It means that where there falls responsibility on employees to be committed with the institution and perform their duties as required there also fall

responsibility on institutions to provide them a satisfied job.

LIMITATIONS & TRACK FOR FUTURE RESEARCH

The results of this particular study should not be considered universal comprehensively As this study is based on the reported facts rather than the actual conduct of the employees. Moreover the participants of this study come from a single geographical region of the Province of Khyber Pakhtunkhwa i.e., District D.I.Khan, where a fair assumption can be made that employees who are working different Academic and Non Academic institutions in D.I.Khan are relatively more knowledgeable and experienced with the dimension of job performance and satisfaction than users in other geographical regions of the country.

Although it seems to be a reasonable conclusion to say that the results of this study serve to provide a considerably more thorough understanding of the job performance of employees of public and private Universities at D.I.Khan and underlying factors that influence the overall satisfied performance, further empirical research needs to be carried out in order to obtain a more comprehensive picture. This research has provided an initial insight into the factors that are significant antecedents of the overall job performance employees. This work will encourage further research on extensions in different areas of the country.

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