



A Study on Impact of Job Satisfaction on Performance of Administrative Staff of Colleges of University of Delhi

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Abstract: The study was undertaken to assess the impact of job satisfaction on performance of administrative staff working in colleges of University of Delhi. The determinants of independent variables of 'Job Satisfaction' taken in the study are Work, Pay, Promotion, Supervision and Coworker. The dependent variable for the study is 'Performance of Administrative Staff'. Total samples of 160 were selected through a structured questionnaire with closed-ended questions from administrative staff of colleges of University of Delhi and data was analysed with the help of chi-square test. The study was limited to Delhi and it considered only colleges of University of Delhi. The study revealed that staff is most satisfied with Coworker and Supervision followed by work, pay and promotion. The study also concluded that there is a positive impact of job satisfaction on retention of staff in Colleges of University of Delhi.

Key Words: Job Satisfaction, Performance, Delhi University, Retention, Administrative Staff.

1. INTRODUCTION:

Employee satisfaction means a set of positive and/or negative feelings of an employee towards his/her job. It is the amount of happiness associated with the job of an employee. Job Satisfaction is an emotional response to a job. Employees who have higher job satisfaction are happier, more efficient, and more productive; less absent, less likely to leave. There are many factors which can affect job satisfaction and consequently have an impact on the performance of employees. Some of these factors are work, pay, promotion, supervision and coworker.

Employee performance means how a staff fulfils the duties assigned to him/her, completes tasks given to him/her and behaves in the organisation. Employee Performance can be measured in terms of quality, quantity, productivity and efficiency of work and monitored by the Supervisor from time to time. Employee performance plays a vital role in the development of goals and objectives of an organization.

Employee retention is a process whereby the employer ensures that employees do not leave the organization and are satisfied with their current job. Employees do not look for other jobs as they are more satisfied with a job which has a positive impact on their performance. Retention is just opposite of turnover in which employees leave the organization due to various reasons such as less pay, more working hours and bad working conditions etc.

2. REVIEW OF LITERATURE :

Preeti Thakur (2014) examined the effect of employee engagement on job satisfaction in the Information Technology sector. A total sample of 120 respondents working in the IT sector was taken for the study and the study denoted a positive relationship between employee engagement and job satisfaction. The study also denoted that work motivation can improve job analyzes and accountability having the highest influence on employee engagement.

Gangai, K. Nath., & Agarwal, R. (2015) examined the relationship between components of organizational commitment and job satisfaction among employees at EN Reality solution Pvt. Ltd. in Lucknow. With the sample of 50 respondents, the study denoted that there is a highly significant correlation among factors of organizational commitment. It also showed that there is no significant correlation between job satisfaction and organizational commitment and among three dimensions.

Panigrahi A.K, & Joshi, V. (2016) investigated the implications of job satisfaction in improving motivation of employees at Infosys Ltd. The survey was conducted on 20 employees and the study has highlighted some salient issues faced by employees in the company like education, training and relation with superiors.

Gupta, R., & Yajurvedi N. (2019) assessed the impact of job satisfaction on employees performance in various IT companies of IT sectors of Chandigarh. From a sample size of 100 employees, the study revealed that job satisfaction

is at a positive level but the company should address the requirement of the employees to motivate and satisfy them leading to reduced employee turnover.

Inayat, W., & Khan, M.J. (2021) studied the effect of job satisfaction on the performance of employees working in private sector organizations of Peshawar, Pakistan. With the sample of 180 employees from private organizations of Peshawar comprising 60 employees from three types of organizations, viz., hospitals, banks, and universities. The study showed significant correlation with job satisfaction and the positive relationship of job satisfaction with performance of employees. The study also concluded that satisfied employees were better in performance as compared to dissatisfied employees leading to a significant role in the betterment of their organizations.

Rodrigo et al. (2022) investigated the impact of 'Job Satisfaction' on 'Employee Performance' in ABC Manufacturing Company. A total of 66 samples were selected for the study purpose to know the impact of job satisfaction on employee performance. The data was analysed using correlation analysis and regression analysis. The correlation analysis showed a positive relationship exists between job satisfaction and employee performance whereas the regression analysis proved that at 5% level of significance the job satisfaction has a significant impact on employee performance.

3. OBJECTIVES OF THE STUDY :

- To study impact of job satisfaction related to work, pay, promotion, supervision and coworker on performance of administrative staff working in colleges of University of Delhi
- To analyse impact of job satisfaction on retention of administrative staff working in colleges of University of Delhi

Hypothesis (H)

H1: There is no significant impact of job satisfaction on retention of administrative staff working in Colleges of University of Delhi.

4. SIGNIFICANCE OF STUDY :

The focus of this study is centred on impact of job satisfaction on performance of administrative staff working in Colleges of University of Delhi. The study is important from the viewpoint of staff as it will highlight the factors that enhance job satisfaction which ultimately lead to improved performance of staff. The study will also be helpful for management of colleges in enhancing staff morale regarding job satisfaction.

5. RESEARCH METHODOLOGY :

The data for the research is collected from primary as well as secondary sources. The area of the study is administrative staff working in Colleges of University of Delhi and a total of 160 samples are collected using a close-ended questions structured questionnaire through google form. The secondary data is collected from various research papers, articles, journals, books and online websites. It is a descriptive type of research and a convenience sampling method has been used for the study. To analyse the factors related to job satisfaction on performance of administrative staff, 5-point Likert Scale ranging from highly satisfied (5), satisfied (4), okay (3), dissatisfied (2) and highly dissatisfied (1) were used in the structured questionnaire with a total of 5 factors. With the help of MS Excel, the primary source data was analysed and the Chi-Square Test is used as a statistical tool to find out the impact of factors on performance of administrative staff. .

6. DATA ANALYSIS AND INTERPRETATION :

Table-1: Demographics of Respondents

Demographic Characteristics	Count	Percent	
Age	18-30 Years	40	25%
	30-40 Years	61	38.12%
	40-50 Years	46	28.75%
	50-60 Years	13	8.12%
	Total	160	100%
Gender	Male	91	56.9%
	Female	69	43.1%
	Other	0	0%
	Total	160	100%

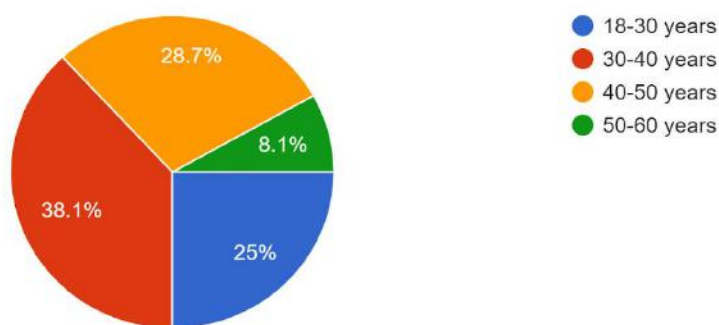


Education Qualification	Did not complete High School	1	0.62%
	High School	22	13.75%
	Intermediate	29	18.12%
	Graduation	59	36.87%
	Post Graduation	41	25.62%
	Doctoral/Postdoctoral	8	5%
	Total	160	100%

Source: Primary Data

2.1 - AGE

Age
 160 responses

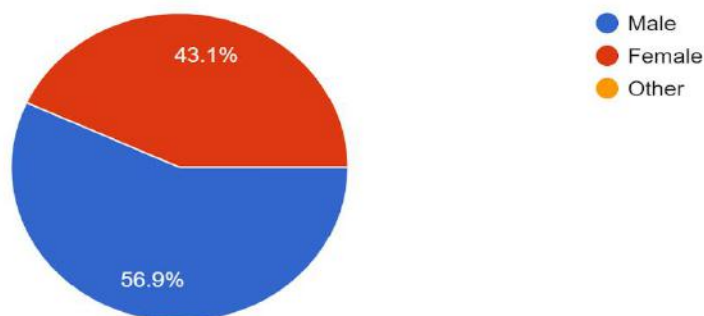


Interpretation:

Most (38.12%) of the respondents belonged to the age between 30 to 40 years followed by respondents belonging to the age between 40 to 50 years (28.75%) and age between 18-30 years (25%) The staff between 50 to 60 years very few (8.12%) only.

2.2 - GENDER

Gender
 160 responses



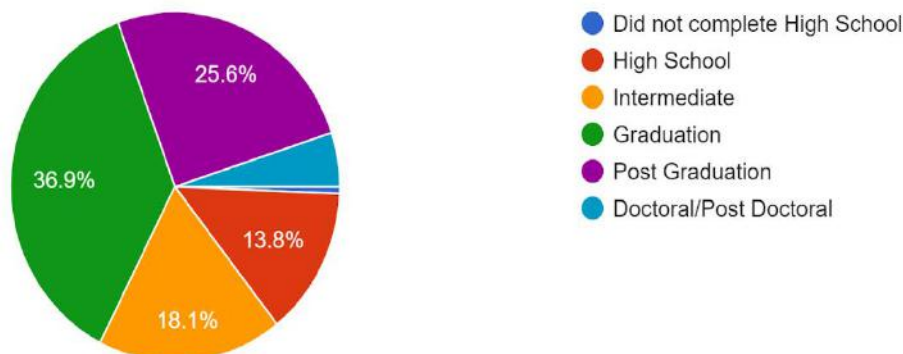
Interpretation:

Most of the respondents who participated in the research study were male (56.9%) as compared to the females (43.1%).

2.3 - EDUCATION

Education

160 responses



Interpretation:

The result also showed that most of the respondents are Graduate (36.87%) followed by Post Graduate (25.62%), Intermediate (18.12%) and High School (13.75%). The respondents who did not complete High School (13.75%) or completed Doctoral/Postdoctoral (5%) are very few.

Table 2.1 : Impact of job satisfaction related to work, pay, promotion, supervision and coworker on performance of administrative staff

S.No.	Factors	N	Mean	Standard Deviation
1	Work	160	3.72	3.32
2	Pay	160	3.63	3.25
3	Promotion	160	3.53	3.20
4	Supervision	160	3.83	3.45
5	Coworker	160	3.91	3.55

Interpretation: As per the study of the above table, it is found that staff are most satisfied with Coworker and Supervision with a mean of 3.91 and 3.83 respectively. The next satisfying factor is work with a mean of 3.72 followed by pay and promotion with a mean of 3.63 and 3.53 respectively.

Table 2.2: Impact of job satisfaction on retention of administrative staff working in Colleges of University of Delhi

Group	Observed Frequency (Oij)	Expected Frequency (Eij)	Oij-Eij	(Oij-Eij) ²	(Oij-Eij) ² /Eij
Highly Dissatisfied	7	32	-25	625	19.53
Dissatisfied	16	32	-16	256	8
Okay	20	32	-12	144	4.5
Satisfied	55	32	23	529	16.53
Highly Satisfied	62	32	30	900	28.12
N=5	Total=160				$\chi^2=76.68$

As per the table, the calculated value of χ^2 is 76.68, which is more than the tabulated value 9.488 at 5% level of significance. Hence, the null hypothesis is rejected. It means that there is significant impact of job satisfaction on retention of administrative staff working in Colleges of University of Delhi.



7. FINDINGS AND CONCLUSIONS :

The research was carried out to know the impact of job satisfaction related to work, pay, promotion, supervision and coworker on performance of administrative staff working in Colleges of University of Delhi. The study revealed that staff is most satisfied with Coworker and Supervision. The next satisfying factor is work followed by pay and promotion. The research also concluded that most of the respondents are male followed by female, between the age group of 30-40 years followed by age group of 40-50 years, graduate followed by post graduate. The research also found that there is a significant impact of job satisfaction on retention of administrative staff working in Colleges of University of Delhi.

The study might also be helpful for the employers to know the behaviour of staff and to work on their policies to satisfy and retain staff by considering all job satisfaction related factors like work, pay, promotion, supervision and coworker which have an impact on performance of staff working in Colleges of University of Delhi.

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