

Pleasure in the Job Puts Perfection in the Work: The Impact of Organizational Practices on Job Performance with Moderating Role of Job Satisfaction

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Abstract:

The study stabs to explore the impact of organizational practices and job performances on job satisfaction and it follows the classification of organizational practices as pay, promotion, job security and information technology on job performance further it goes to identify the moderating effect of job satisfaction in prevailing relationship. A quantitative research based on the deductive approach was steered and banking sector was designated to testify the relationship. 300 bank employees were approached for data collection. The questionnaire is adopted and modified according to the study requirements. By using SPSS regression analysis was used to inspect the intensity of the concerned variables and their impacts. The results showed that all variables are reliable and positively correlated. The outcomes of the study trigger out the provoking thoughts that pay, promotion, job security and information technology have a positive significant impact on job satisfaction. The drawn notion would be an endowment to the banking sector for improved strategy development and implementation.

Keywords: Job Satisfaction, Job Performance, Pay, Promotion, Job Security, Information Technology

Introduction

Organization's primarily fretful with the waged actions of recruits to accomplish the organizational goals. It would give the impression like inaccessible without the working of employees. Similarly satisfaction plays a pivotal role in performing up to mark conferring to defined and probable performances. Convinced adoring comebacks of an individual towards a specific occupation termed as satisfaction. Job satisfaction is a quick response to a job that gives conclusion from the individual's check of genuine results with those that are expected, or merited. Job

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satisfaction is made of the combination of personal factors like character, rules, and growth opportunity and job factors like job environment and job by itself (Davis et al., 2006). Numerous studies mention Maslow's Hierarchy of Needs and Herzberg's two element speculations simply as they do at Classical and Neo-Classical ways to deal with clarify job satisfaction (Gül et al, 2008). Now a day, the banking sector is gaining more importance and the factors which effect job satisfaction are also increasing. Current study considered five factors as organizational practices; pay, promotion, job security, and information technology and job satisfaction.

Pay as organizational practice:

It has become quite difficult for most organizations to cope with the unending employee demands, among them being the provision of an appropriate incentive scheme in the given global context of the existing socio-economic challenges. Incentives provide an avenue through which management can effectively link performance and competence of the employees (Pay Review, 2013). The sum and reasonableness or value of pay is considered as an element critical for all matters identifying with human work. A pay is a payment which influences an employee to confer his own time and work. , Locke and Porter inferred that if the pay is equivalent to or more than expected from the employee, the worker's satisfaction raise and the inverse result happens when the pay is lower than expected one. A couple researchers exposed that employment satisfaction is to be inclined by sex and phase (Mesh'al, 2001; Gazioglu, Tansel, 2006), or place and the equal of guidance (Zhanh, Lam and Baum, 1999) clearly, the close of pay (Bender and Heywood, 2006). This debate reveals a hypothesis that H1: pay has significant effect on job performance.

Promotion as organizational practice:

Promotion is an essential part of worker's life. Different institutes or organizations use promotion as a prize for high efficiency of their employees which quicken their activities. Lee and Chen (2011) expound that promotion as an incentive which leads toward the independent working atmosphere impressively influence on an individual's input to work in the case of collective incentive system. The conclusions have additionally arrive back through within the employee satisfaction fiction, showing the virtual wages is equally or additional vital to employee satisfaction than complete financial gain (Brown et al 2008, Cappelli and Sherer 1988, Clark and assassin 1996, and others). Francesconi (2001) analyze the penalty of promotions on changes on employment satisfaction. The prevailing study elucidates the hypothetical relationship

between promotion and job performance as H2: promotion has significant effect on job performance

Job security as organizational practice:

Job security implies that people have the certainty, based on their experiences, that they will have the capacity to proceed with their job profession, either in another task with their present boss or in another job with another manager, at whatever point they need or need to. , Burchell et al (1999) and Brockner et al, (1988) start the job uncertainty could bring about an intensifying of the pioneer - laborer relationship. Moguerou (2002) learning sort the Survey of specialist's degree Recipients originate that security of job maybe an important determinant of employment satisfaction out and out areas of occupation for every guy and girls. The study intends to examine the relationship of job security and job performance in the context of banking sector which may be hypothesized as H3: job security have significant effect on job performance.

Information technology as organizational practice:

It is the utilization of PC equipment and PC programming to store, change over, and process, recover, transmit and secure data. Information infrastructure includes information technology and PC systems, for example, the Internet and telecommunication frameworks empower the improvement of electronic business at a worldwide level. Banks require creating innovative solutions of how to make full utilization of the new technology and how to give their clients high online service quality. The occasion of technology has a course on firm performance (Mumford, 2000). Innovative progression originates from inward headway (Pavitt, 1990), and interior progression comes from worker capacity. Consequently there's an inside and out relationship between innovative progression and worker performance (Huselid, 1995). Underlying study hypothesized as H4: information technology have a significant effect on job performance.

Job performance and Job satisfaction:

Since the HR part is the most basic part of any bank and the effective execution of any key objective depends on upon the inspiration and persevering work of the staff. To comprehend the basic criticalness of people in the association is to perceive that the human component and the association are synonymous. In the point of view of Garg and Rastogi (2006), all around plot works can positively affect equally the satisfaction of employee and nature of their performance. Performance change is an outcome of well-working system and in addition depends on upon fruitful methods of human resource which prosper in the selecting and keeping up an enrolled and managing the labor force (Al-Ahmadi,

2009).The study tries to investigate the possible moderating effect of job satisfaction in the above demonstrated hypothesis as H5(a,b,c,d): job satisfaction moderates the relationship of pay, promotion, job security and information technology with job performances which may conceptualize as:



Figure:1 conceptual Framework

Methodology:

The nature of the research is explanatory which is carried out to understand phenomena by discovering and measuring causal relations among variables (Gratton& Jones, 2003). This quantitative research under goes with the phenomenological approach in correspondence with deductive method which is referred to move from general to the particular and findings support or modify a theory (Gulati, 2009).

2.1 sample and procedures: A well-structured questionnaire was designed and adapted research instruments were used The items of both variables pay and job security were adopted from the research study of “SanasHoshi” from Eastern Mediterranean University, North Cyprus which was developed in 2014.Five Point likert-scale was adopted where 5 is the most astounding level of understanding and 1 is minimum level of agreeableness. This poll comprised of two sections; the first part comprised of demographic attributes of workers though the second part measured the satisfaction. Unit of analysis is individual employees’ males and females from banks. The specimen will comprise of employees (male and female) of private and Gov. Bank employees in Pakistan. The stratified sample technique had been chosen .The sample size will be approximately 300 bank employees both male and female.

2.2 Measures: The instruments were designed for individual level unit of analysis. Each respondent in the study was required to completely

answer the questionnaire. We tested our hypothesis by using well versed scale of promotion (Hossain, 2014), IT (Agboola, 2003), Job Satisfaction (AnwarulIslam), job performance (Paterson 1990) modified by (Mahdi Mahdavikhou), according to the requirement of the study.

Results:

Descriptive statistics was used for analysis and correlations for key variables. Table 1 shows the correlation result of specified variables. The mean, standard deviations, correlations and internal consistency reliabilities for all underlying variables was analyzed to check the consistency and association among the variables. All the variables are significantly correlated with one another at (p< .01). Higher scores indicating presence of organizational practices enhance the job performances in a positive way. Reliability of factors, frequencies of demographics, correlation and regression test has been applied on variables in SPSS software and following results has been derived;

	Pay	promotion	J.security	IT	j.satisfaction	J.performance
Pay	1	.169**	.172**	.169**	.328**	.405**
Promotion		1	.179**	.166**	.141**	.181**
J.Security			1	.502**	.302**	.379**
IT				1	.174**	.128**
J.satisfaction					1	.343**
J.performance						1

Table: 1

This table of correlation showed the correlation of all the variables between themselves. This table showed that pay, promotion, information technology, job satisfaction and job performance had positive correlation with each other at the level of significance 0.05.

Hierarchical regression models			
Model 1	Standardized Coefficients	T	Sig.
	Beta		
Pay	.400	8.582	.000
Promotion	-.496	-7.270	.000
Job security	.256	4.081	.000
Information technology	.726	18.882	.000
Model 2			
Pay	.421	8.511	.001
Promotion	-.454	-7.216	.006
Job security	.296	4.509	.000
Information technology	.776	18.893	.001
Pay x J.s	.492	2.540	.012

Table: 2

(N=300, Dependent variable: job performance; Independent variables: pay, promotion, job security, information technology; Moderator: job satisfaction)

The regression results show that pay, promotion, job security and information technology affect the job performance, which means H1, H2, H3, H4 are proven correct which verifies the previous studies of many researchers. They all have the positive relationships.

Then the hierarchical regression shows that job satisfaction only moderates the relationship of pay and job performance and this proves that H5a is also a correct hypothesis. But no other relations of variables are moderated by job satisfaction. So H5b, H5c and H5d were proven wrong ones.

Conclusion:

The study found a strong positive relationship between employee organizational practices and performance. Further analysis revealed that in the presence of job satisfaction the interactions between prescribed variables diverge. The main objective of the study was to measure the significant relation of prescribed organizational practices with job performance. It is concluded that all the variables had positive

relationship with each other like they were correlated. And they had the positive effects on each other. Pay, promotion, job security and information technology had positive effect on job performance. These practices are the main course of increased job performance of employees in return. But when job satisfaction was taken as moderator, then it only strengthened the association of 'pay and job performance'. So the job satisfaction was acting like a moderator in the theorized model but not for all independent variables. The regression analysis showed that all the relations between variables were reliable and significant (separately). But in moderation, only pay and job performance showed the reliable and significant relation.

Implications:

There are some recommendations for improving the employee's performance which are made in the light of findings of this study.

- To made employees loyal, motivate and satisfaction the authority should pay consideration on present bank operations, give reward and other benefits like bonuses to propel employees, make work secure.
- Likewise management should try to give some recreational activities to overcome work burden. These exercises may take much time and cash in the short-run yet would be very useful in the long-run.
- Some employees felt fear after arrival of information technology in banking system because they were not literate to computer usage. So management should arrange some training sessions for such employees so that they feel job security.
- Mostly promotion chances were low at high designation positions as compare to low designation position. So employees felt demotivated at high job levels. So there should also be some program to motivate employees at all levels.

Limitations and future research:

The major restraint of the study was the shortage of time. Along with this reason, some respondents gave biased answers during filling the questionnaires. The sample size of this study was small enough to generalize this study's findings on all worlds banks because this study focused on the banks of Sahiwal district so the research can be extend to all Pakistan in future. In this study, only four factors had been considered as independent variables, as there can be many other factors that could affect the job satisfaction and job performance of employees. Further this conceptual framework can be used for other industries too like textiles, hospitals etc. as this framework is unique.

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