

Strengthening Employee Performance by Assessment of Job Satisfaction: In Context of Task and Contextual Performance

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Abstract

This research investigates at how job satisfaction contributes to employee performance within IT industry, breaking performance into dual types: task performance and contextual performance. By reviewing past theories and studies, including social exchange theory, the paper explores how job satisfaction shapes both types of performance. The results show that higher job satisfaction greatly improves both task and contextual performance, leading to better motivation, stronger loyalty, and better support for company goals. Fair pay, good HR practices, and a positive work culture make this effect stronger. In the IT field, where staff turnover, burnout, and fast-changing skills are common problems, focusing on job satisfaction is key to raising productivity, cutting down turnover and absenteeism, and supporting long-term growth. The study shows that job satisfaction is a vital HRM tool for keeping talented workers and staying competitive in today's business world.

Keywords: Job Satisfaction, Task Performance, Contextual Performance, Employee Performance, HRM, IT Sector

1. Introduction:

Human Resource Management (HRM) is a crucial function in today's dynamic business environment, particularly in sectors like information technology (IT) where innovation and adaptability drive success. Organizations are shaped by technological disruption, globalization, and shifting workforce expectations (Marr, 2022). In IT, employees are viewed as strategic resources rather than operational inputs, making their attitudes—especially job satisfaction and performance—key to organizational effectiveness and sustainability. Job satisfaction reflects an employee's evaluative judgment of work-related fulfillment, involving both emotional and cognitive aspects (Hulin & Judge, 2003; Weiss & Cropanzano, 1996). Dissatisfied employees often display absenteeism, low morale, and high turnover, which harm productivity, whereas satisfied employees show greater commitment, motivation, and efficiency. Supportive culture, fair rewards, and effective HRM practices further strengthen satisfaction and outcome. The link of job satisfaction with employee work performance remains central in HRM research. Social cognitive theories suggest satisfaction influences performance (Fishbein & Ajzen, 1975; Eagly & Chaiken,

1993), while expectancy models argue performance shapes satisfaction (Naylor, Pritchard, & Ilgen, 1980; Vroom, 1964). Empirical work, however, largely supports the satisfaction-to-performance direction. Harrison, Newman, and Roth (2006) found stronger evidence for this pathway, and Kraus (1995) confirmed attitudes predict behaviour, highlighting satisfaction as an antecedent to performance. Studying this correlation is vital because employees are core human capital directly affecting organizational success (Aboazoum, Nimran, & Al Musadieq, 2015). Firms prioritizing satisfaction retain talent, boost productivity, and maintain competitive advantage (Andika & Alfiyana, 2019; Yanchovska, 2021). In IT, where attrition, burnout, and skill obsolescence are common, understanding this link is essential for both academic insight and practical HR policies that enhance engagement, reduce turnover, and improve effectiveness.

2. Literature Review on Variables:

2.1 Job Satisfaction

Job satisfaction is denoted as how much people feel positive about their work position, responsibilities, and the organization in which they work. Job satisfaction reflects how employees interpret their work experiences and evaluate the overall conditions of their workplace (Judge, Zhang, & Glerum, 2020). This perception influences a range of workplace behaviours, including motivation, dependability, and the willingness to contribute beyond formal job requirements. In addition, organizational practices and the way employees perceive their daily responsibilities significantly affect their level of satisfaction. As noted by Hajdukova, Klementova, & Klementova Jr (2015), the interpretation of workplace conditions and job roles plays a central role in shaping employee satisfaction.

2.2 Employee performance

Employee performance defined as a notable factor in determining organizational achievement and Efficacy. As defined by Nishii and Wright (2008), human resource management practices makes up a ordered set of structured HR activities and deployments designed to foster organizations to attain their strategic objectives. These practices encompass multiple initiatives developed because employee performance is a crucial factor that links HR practices to organizational outcomes. Furthermore, it has been established that performance and returns are directly connected (Saleh et al. 2020). Good employee performance indicates increasing returns, meaning that high performance leads to improved returns and positive organizational results.

Attaining organizational objectives and enhancing profitability are heavily dependent on employee performance. As noted by Anitha (2014), human resources serve as a vital determinant with aim to deliver high-quality output, which in turn increases organizational turnover. Performance is defined as the degree to which employees effectively and successfully attain their designated work and responsibilities in alignment with organizational objectives (Liao, 2009). This perspective is consistent with the definition provided by Mathis and Jackson (2000), who defines performance as an employee's engagement or disengagement in the workplace, emphasizing the significance of both behavioural aspects when evaluating performance.

According to Robbins (2006), both ability and motivation are key factors that determine employee effectiveness also stated that performance is assessed using factors such as attitude, cooperation, initiative, and how an individual carries out their work. Aboazoum, Nimran, and Al Musadieq (2015) has defined employee performance as the degree to which an individual fulfills their job duties. Similarly, Cascio

(2006), outline it as the extent to which work-related objectives are attained. From a macro level, employee performance reflects an organization's overall effectiveness, and company success can be measured by the performance of its employees (Phuong and Vinh (2021)). According to Motowidlo and Van Scotter (1994), employee performance is determined by behaviour over the period and takes multiple factors in consideration. Ultimately, employee performance is central to both individual development and corporate accomplishment.

Employee performance was distinguished into dual dimensions: task performance and contextual performance by (Borman and Motowidlo, 1997). Task performance refers to actions that directly support an organization's core functions (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler, & Sager, 1993). In contrast, contextual performance includes behaviours that enhance the organizational atmosphere, such as assisting others, cooperating, and maintaining a positive attitude in the workplace (Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996).

2.2.1 Task Performance

Task performance defined as how employees undertake the responsibilities assigned to their designated roles within an organization. It reflects an employee's talent, discipline, and capacity to adhere to rules and procedures. According to (Pradhan & Jena, 2017; Obuobisa-Darko, 2020). task performance is more than a cognitive activity; it also involves executing work with high quality, punctuality, and consistency in line with organizational standards (Agarwal, 2021). Task performance is a component of overall work behaviour and is influenced by both organizational and personal factors. These factors include clear job expectations, resource availability, appropriate working methods, and positive workplace relationships. Based on (Mette et al., 2017; Ibrahim, Boerhannoeddin, & Kayode, 2017), a positive work environment, clear and transparent communication, and well-defined, standardized procedures enable employees to perform their duties more effectively. Organizations assess task performance through regular reviews and supervisor feedback. In organizations where accuracy, timely service, and adherence to standards are critical for reputation and trust, effective task performance is essential for routine operations.

2.2.2 Contextual Performance

Contextual performance defined as an employee behaviours that contribute to an organization's reputation and efficiency (Motowidlo and Kell (2012)). It encompasses actions that shape the psychological, social, and organizational atmosphere in which individuals work. (Borman & Motowidlo, 1997). state that task performance differs across jobs because it involves prescribed duties that employees are required to fulfill. In contrast, contextual performance remains consistent across professions and includes extra-role and voluntary conduct. Task performance determined by employees' skills and abilities, while contextual performance is influenced by personality and related traits (Borman & Motowidlo, 1997). They highlight the value of both task and contextual performance in determining overall employee success, as noted by Aguinis, (2009). Furthermore (Motowidlo and Kell (2012)) argues that behaviour can produce either positive or negative outcomes depending on how it influences the organization

Literature Review on Relationship between Variables:

2.3 Job Satisfaction and Employee Performance

The association of job satisfaction with employee performance is well established and has been extensively researched in organizational psychology. Numerous scholars have examined this issue across various industries and found a direct correlation of job satisfaction with employee performance (Judge et al., 2001). Job satisfaction is considered one of the main concepts in organizational psychology.

Researchers such as (Mitchell et al., 2017; Harrison et al., 2006), have shown considerable interest in understanding the connection between employees' workplace attitudes and their behavioural outcomes. In simple way, job satisfaction refers to the feelings that employees have about their position and work environment. It reflects employees' feelings related to their job role and workplace. Multiple studies demonstrate that these attitudes toward one's work characterize job satisfaction. Brief and Weiss (2002), have stated that job satisfaction can be assess by examining workers' emotions and perceptions of their workplace. Increasing job satisfaction is vital for enhancing employee performance. Several studies across different disciplines have examined how job satisfaction influences employee performance, as well as other outcomes like engagement and loyalty. According to (Owusu & Owusu, 2014; Ram, 2013; Waqas et al., 2014), workplaces place significant emphasis on employee performance because it serves as a crucial instrument for achieving organizational goals and objectives. It has been further argued that performance should be examined in terms of employee behaviour and activity, rather than focusing only on the organization's actual output. Furthermore, Campbell et al., (1993) explained performance as the observable action of employees while they are performing their workplace duties.

According to Rothenberg et al., (2017), there is positive influence of job satisfaction on employee behaviour by increasing commitment, performance, loyalty, and engagement. Conversely, outcome, accidents, grievances, fatigue, and absenteeism lead to decline as job satisfaction rises. Khan et al., (2016) argues that job satisfaction functions as a mediator that positively affects employee performance. To enhance employee performance, organizations frequently implement various human resource strategies, including rewards, recruitment, and selection, training and development. However, if employees not fully satisfied, their performance will still decline. This demonstrates the critical link between job satisfaction and employee work performance.

2.3.1 Job Satisfaction and Task Performance

Numerous studies have asses the association of employee performance with job satisfaction, and findings indicate that the two concepts are strongly associated. Multiple factors, including employee engagement and personal traits such as experience and skill, directly influence this relationship. Arifin, Nirwanto, & Manan (2019) asserts that job satisfaction alone does not directly improve performance. Instead, job satisfaction serves as a bridge to performance when it is accompanied by employee engagement, particularly profound loyalty, dedication, and engagement in work. The study also emphasizes the significance of individual traits, such as aptitude, expertise, and knowledge, in shaping this link. According to Veeraragavan & Arulkumar (2021, workers in the IT industry who perform their jobs well typically report higher levels of job satisfaction. The study further discovered that demographic factors such as education, income, and experience influence both job performance and job satisfaction. Similarly, Kethan (2022), stated that task performance contributes to increased job satisfaction among IT employees, with demographics also having an essential influence. Overall, research demonstrates that job satisfaction and task performance are linked. Employee engagement, personal ability, and development opportunities all help to strengthen their relationship.

2.3.2 Job Satisfaction and Contextual Performance

The association between job satisfaction and contextual performance has explored from several theoretical perspectives. Steers and Porter (1983), argues that strong performance foster rewards, and these rewards subsequently enhance job satisfaction. Employees tend to feel satisfied when they view their work result as significant and consider they are treated fairly within the organization. Steers and Porter (1983), further notes that certain tasks are inherently enjoyable, particularly those involving interpersonal interaction.

Several dimensions of contextual performance, such as assisting colleagues and expressing oneself at work, fall into this category Podsakoff and MacKenzie (1997), suggest that contextual performance improves job satisfaction by contributing to a positive and supportive workplace environment. Similarly, Borman and Motowidlo (1993), state that contractual performance refers to behaviour that help sustain the psychological and social environment required for effective task performance. Taken together, these perspectives indicate employees who exhibit superior level of contractual performance are inclined to report greater job satisfaction.

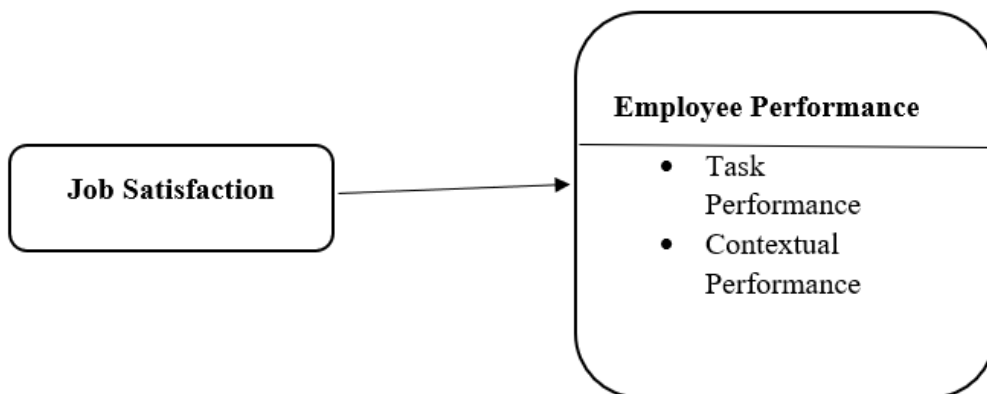
Although several studies have not clearly distinguished between task and contextual performance, many researchers suggest that job satisfaction has strong link with contextual performance than to task performance (Bateman & Organ, 1983; Organ & Moorman, 1993; Organ & Ryan, 1995). Social exchange theory explains that citizen desire to maintain balance between efforts ad returns (Adams, 1965; Blau, 1964). As noted by Bateman and Organ (1983), positive behaviour is displayed by those employees who are satisfied with their roles at workplace, both of which are indicators of contextual performance. On the contrary, task performance defined as the duties that must be completed regardless of an employee’s level of job satisfaction. For example, mandatory responsibilities such as preparing reports or delivering lectures are inherent to the job role and must be performed whether or not the employee feels satisfied. As a result, positive influence of job satisfaction on contextual performance is higher than on task performance alone.

Ang et al., (2003), has checked the link between job satisfaction, organizational citizenship actions, task performance, and fairness perceptions. Drawing on social exchange theory, the study anticipated that foreign workers would exhibit low job satisfaction and perceived fairness due to discriminatory treatment in the workplace.

3. Research Objective:

1. To assess the effect of job satisfaction on task performance among IT employees.
2. To examine the influence of job satisfaction on contextual performance among IT employees.

4. Research Model:



5. Research Methodology:

This research uses a qualitative, conceptual approach grounded in a systematic review of existing scholarly and empirical works. The study integrates previous literature examining the correlation of job satisfaction with employee performance, where performance is further classified into task performance and contextual performance. Since this is a conceptual investigation, conclusions were developed through critical

evaluation and synthesis of findings from earlier studies. This method provides a apparent conceptual correlation of job satisfaction with employee work performance and offers a basis for future empirical research.

6. Conclusion

The present study focuses on IT employees and assess the impact of job satisfaction on employee work performance. Employee performance has been considered through dual dimensions: task performance and contextual performance. Aim of this paper is to examine the relationship of job satisfaction with employee performance in the field of HRM, with specific reference to the IT sector. Understanding how job satisfaction influences employee performance can enable organizations formulate better strategies. This strengthens employee contribution, boosts overall productivity, lowers issues like staff attrition and absenteeism, and helps organizations achieve lasting success and long-term objectives.

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