

Impact of the job satisfaction on job performance of the temporary academic staff

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Abstract: Job satisfaction and job performance are the important phenomenon in human resource management in present world. The problem of this research is to find-out whether there is an impact on job satisfaction and dimension on job performance of the temporary employees working in the academic field of Sri Lanka. It will also investigate the relationship between the dimension of job performance and job satisfaction of the respondents as well as conduct a cross check of whether the former influences latter positive or negative in the long run. The research has been known for using a research framework with a pragmatic world view with survey strategy. This study has selected samples using stratified random sampling method and sample size has calculated using Taro Yamane method. 250 temporary academic staff members of the University of Kelaniya has been selected as the sample. This research is based on the analysis of primary data and data collected through structured questionnaire which was developed based on measurements to find results to the research problem by analyzing the previous researches. The data analysis process includes number of methods such as frequency, reliability, descriptive, regression and correlation. The sub component named learning environment highly contributed towards the job satisfaction while the evaluation system is the lowest contributing factor for the variable named job satisfaction. Communication between the university and employees is the most affected component on the job performance while the learning environment becomes the second important component. Need of the employees are the third important component and the emotional satisfaction about the job is the least important component while the evaluation system is not affected significantly. Research has found that there is high impact of job satisfaction on job performance of temporary academic staff.

Key words: Academic staff, Job Performance, Job satisfaction, Temporary employees

I. INTRODUCTION

Job satisfaction is known for being one of the most crucial part of the human resource management in the sense of multidimensional part which currently is a burning topic in the business world. Job satisfaction is known for saying that the fabulous or a fabulousness of the employees are the most important part in the job. The nature of the environment of a person is very important because it is important to the life like a general life satisfaction. Employee performance is also recognized and contribute in the job performance of the employee in their workplace. It is thought as an essential component in the organizational success. The work production of the employee is known for increasing in the

recent years due to the change in the work environment as well as the standard of living. Organizations are trying their best in improving the job satisfaction and job performance of their employees in order to increase the overall organizational performance.

Most of the organizations are in a strong intention of hiring as well as retaining the most suitable employees for their companies. In order to realize this purpose of performance evaluation, it has become a very strong as well as important point for the employees and the employers to evaluate the recruiting process in the best possible manner. Evaluating the employee satisfaction as well as their performance in professional and social aspect their behavior real features and psychological features are also taken accountant on. On the other hand, the employees are also expected of providing the job for the performance in the company in their best way so that they can create a good impact out of them. According to the previous scholars, Judge et al. (2001) indicated that the surroundings which an employee in subjected influenced their performance [7]. As the findings of the researches done by Aroosiya and Ali (2013), Achieng et al. (2014), there was a direct relationship among the two variables named job [1] – [2]. performance and job design of the school's employees [. As per the research done by Judge et al. (2001), there is no significant relationship between satisfaction and performance of the employees [7]. Locke (1970) and Cook (2008) who proved that there is an impact of job satisfaction on job performance and also Lawler and Porter (1967) who proved that job performance affects job satisfaction together [8] – [9]. There can be identify difference of findings of the established literature. This research has tried to identify the impact on job satisfaction and dimension on job performance of the temporary employees working in the academic field of Sri Lanka. It also investigates the relationship between the dimension of job performance and job satisfaction of the respondents as well as cross check whether the former influences latter positive or negative in the long run because there is theoretical gap as the lack of literature on the aspect of temporary academic staff.

Although there are many theoretical and empirical researches on the job satisfaction in different sectors and also on the job performance in different sectors, relatively little empirical work has been done on the aspect of job satisfaction and job performance in the temporary academic staff in Sri Lanka. So

it is important to identify the impact of the job satisfaction on job performance of temporary academic staff in Sri Lanka context. The main objective of this study is to find out the impact of the job satisfaction on the job performance of the temporary academic staff in Sri Lanka.

II. LITERATURE REVIEW

The job satisfaction can be defined as the degree of feeling that the employee is particularly thinking regarding a job in a constructive matter. The individuals at their early stages of employment are known for usually getting a low satisfaction due to not fulfilling expectations from the company. But later on, those employees are known for experiencing a high job satisfaction because they have spent most of their time in their companies and have met their expectations. The employees when advanced in their careers and gain various types of maturity and work experience, it has led them to be more realistic in terms of expectation out of job service [14]. Among the most cited definition of job satisfaction has been defined by Locke (1976) who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. The appraisal is known for getting AIDS involvement through various types of element like the salary, working conditions, colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself [4].

According to the scholar Murphy (1989), job performance can be defined as “the set of comportments that are significant to the goals of the organization or the organizational element in which employees”. Hence, the job performance of an individual plays a crucial role in the development of an organization. This is since it highly influences the overall firm’s performance and also functions as the strategic variable in work and organizational psychology [11]. Job performance has been defined as the worth of organization can anticipate from distinct behaviors performed by an employee over time [10].

The academic workforce is known for playing a significant role in determining the success of the vision as well as mission of the university. This is supported by Bentley et al. (2013) who reached a decision that the core academic workplace helps a university to get ahead. It is critical to gratify the needs and support of the increasing number of academic staff in a university in order for them to provide the superlative service for the university. This is true since the success of a university depends on the academic workforce [3].

The job satisfaction and job performance theories have been well-defined. At this point the researcher tries to discuss the possible fundamental models underlying the association between the job satisfaction and job performance. When looking for relationship between the job satisfaction as well as job performance it has been identified that five different models are empirical the important in this case [7]. However, researchers have also identified two additional models of the

association between job satisfaction and performance, which they conclude are not reasonable. One of this model is that there is no significant relationship between satisfaction and performance of the employees and on the other hand the alternative methods of conceptualization has been increasing the job satisfaction or job performance of the employees [7].

Stuart et al. have found that how the employee performance relates to contract job with facets of loyalty, uncertainty and incentives. According to their outcomes job performance has positive relation with loyalty and incentives but negative with job uncertainty [12].

Study done in 1998 has found that a complex measure may be preferred over a dichotomous classification when operationalizing the decision to chase temporary work, individuals who are involuntarily chasing temporary work may be less satisfied, whether an individual voluntarily pursues temporary work appears to be unrelated to satisfaction levels, and whether an individual is voluntarily or involuntarily pursuing temporary work is unrelated to performance [6].

Structural equation modeling of the meta analytic correlation matrix suggests a residual correlation of 0.16 between job satisfaction and performance roughly half the magnitude of the zero-order correlation. Results suggest that job complexity is negatively related to satisfaction and performance, once ability and personality are controlled [5].

III. METHODOLOGY

The research has been known for using a mixed method or a research framework with a pragmatic world view. In the mix method, the researchers are known for investigating with a multifaceted phenomenon, address more complicated questions which, has taken the broader range of issues but by combining inductive and deductive topics. Mixed method gives researchers more flexibility in the choice of data, designs and methods [13].

A. Sampling Procedure

This study selected temporary academic staff of University of Kelaniya as the study population because it is a unique university which represents number of academic disciplines which can be considered. There are 482 number of temporary academic staff in the University of Kalaniya. Among those 482 Number of junior academicians, this study will select 250 of them using stratified sampling technique. Sample size has been calculated using Taro Yamane Method. Although, mathematically 51.87% of proportion was selected, it can be justified in the sense of time and cost limitations.

B. Data collection

Regarding the data collection method, it can be said that the researcher used primary data for research purposes. Primary data was collected through structured questionnaire which was designed as three main parts. 250 questionnaires were distributed and researcher expected a maximum response rate.

A questionnaire was developed based on measurements to find solutions to the research problem by analyzing the previous studies. Questionnaire which was used here comprises basically 3 parts as demographic and social data, data on job performance and data on job satisfaction. The study used five-point Likert scale in the questionnaire to measure respondent's attitudes. Likert scale is a questionnaire method used to measure attitudinal information on a specific subject. The respondent could either agree or disagree to the statement depending on the scale provided. The questionnaire has been finalized after doing the pre-test using 25 population units.

The study focuses on the relationship between, employees' job satisfaction and job performance with reference to temporary academic staff and conditions that could get them back on board. Thus, the temporary academic staff in the six faculties of university of Kelaniya were taken in to consideration. Therefore, the unit of this analysis is individual.

C. Conceptual Framework

In view of literature review which was initiated above it is observed that previous researchers have identified many factors which affect the job satisfaction and also job performance. The researcher has selected five main factors affecting job satisfaction, four main factors which affecting the job performance and also tried to identify the impact of the job satisfaction on job performance of temporary academic staff in Sri Lanka.

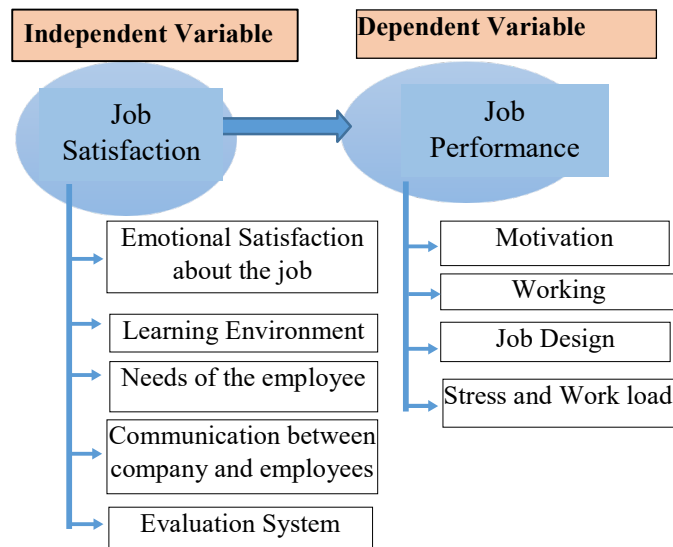


Fig.1 Conceptual framework of the research

D. Data analysis methods and techniques

The data analysis process includes number of methods and techniques used to measure several aspects such as frequency, reliability, descriptive, regression and correlation etc. The reliability of data measured with Cronbach's Alpha calculation. Carl Pearson binary correlation method was used to ascertain the correlation between variables. The correlation

calculated was further proved by the Regression Analysis. The data was analyzed using Microsoft Office Excel and IBM SPSS (Version 21) software.

IV. ANALYSIS AND DISCUSSION

This section mainly focuses on the data presenting, analysis and discussions which came through the methodology used for this research and criteria used to selected responses.

A. Nature of the sample

The researcher has absorbed to establish the Faculty structure of the identified sample. 34% of respondents participated to research from each Faculty of Medicine and Faculty of Science while lowest participation shows from the Faculty of Computing and Technology. Second lowest participation as 2% of the sample belongs to Faculty of Commerce and Management and its about 3% of the sample. In the case of gender composition, majority of the sample is females as 72% of the whole. It can be identified as a common feature to every Faculty except the Faculty of Computing and Technology. In the case of the Faculty of Computing and Technology there are 75% of male temporary academic employees while there are 25% of females. Faculty of Commerce and Management, Humanities, medical, Science and Social Sciences has female temporary academic staff respectively 75%, 74%, 75%, 71%, 68%. Accordingly, it is clear that majority of temporary academic staff are females at the university of Kelaniya. As per the selected sample, 79% of respondents are unmarried. When it considers Faculty wise it can be identified that the same situation as majority are unmarried. Faculty of Humanities hold 28% of married respondents which is the highest married respondent percentage as a Faculty.

It is important to get an idea about the race composition of the sample; Majority race of the whole sample is Sinhalese and it can also be seen in Faculty wise at the Faculty of Computing and Technology there are no other races than the Sinhalese. There are 87% of Sinhalese and 13% of Muslims in the Faculty of Commerce and Management. There are 80%, 8%, 8% and 4% of Sinhalese, Tamils, Muslims and others respectively in the Faculty of Humanities. In the case of the Faculty of Medical there are 88% of Sinhalese, 7% of Tamils and also 5% of Muslims. Faculty of Science shows that there are 93% of Sinhalese, 4% of Tamils and 3% of Muslims belongs to the temporary academic staff. In the case of the Faculty of Social Sciences there are 96% of Sinhalese and 4% of Tamils. So researcher can identify that the temporary academic staff of the University of Kelaniya composite of a multi-raced structure.

After reviewing previous scholars, monthly income can be identified as a significant factor which affects the job satisfaction. So the researcher tries to get an idea about the household monthly income of the respondents rather than the individual income of respondents because all the temporary academic staff members receives 40,000 – 46,000 rupees range of monthly salary and therefore, there is no high

variations in the salary. It can be identified that there are temporary academic staff members whose household income is less than Rupees 50,000 in Faculty of Social Sciences and it is a significant feature. As a percentage it is 59% of the Faculty's total temporary staff members. As the whole sample, there are less than Rupees 50,000, Rupees 50,000 - 100,000, Rupees 100,000 - 150,000 and more than 150,000 rupees as 6%, 19%, 63% and 12% respectively. Accordingly, majority of sample gets 100,000 to 150,000 rupees as monthly household income. Also the position held also can be identified as an important factor which affects the job satisfaction. The majority is seen as temporary lecturers with 85% while the minority is junior fellows with 5%. There are 10% of demonstrators in the whole sample. In the case of both faculties Commerce and Management and Computing and Technology, both have employed temporary lecturers only as temporary academic staff. In the Faculty of Humanities and Faculty of Science have employed junior fellows as temporary academic staff.

It is important to get an idea about the highest educational qualification of the respondent because it is a highly significant factor which affects the job satisfaction as previous literature has found. Therefore, the researcher tried to comprehend about the composition of highest educational qualification of the and accordingly, the highest educational qualification of the majority of temporary staff members was Bachelor's degree with 93% while the minority goes to post graduate diploma as 3%. 4% of the whole sample hold a Master's degree. The reason may be that the university has selected fresh graduates who show the highest qualification in their bachelor's degree as temporary staff per one or two years. So within this short period there are few numbers of temporary employees who have completed their post graduate educational qualification. Other than the above discussed features of the sample it is important to get an idea about the working hours per day; Although the compulsory working hours per day is 8 hours, majority of the temporary academic staff as 76% work 8 hours to 12 hours per day. As seen in both faculties as Faculty of Commerce and Management and Faculty of Computing and Technology there are no temporary academic employees whose service hours equal to 8 hours. 15% of whole sample is working only 8 hours per day while the 9% of the whole sample is usually working more than 12 hours per day.

B. Validity analysis

The ratio of first time responses from the distributed questionnaires is called response rate. In this survey, response rate can be calculated as below;

$$\text{Response rate} = \frac{226}{250} \times 100 = 90.4\%$$

$$\text{Response rate} = \frac{\text{Number of responses}}{\text{Number of questionnaires distributed}} \times 100$$

According to above calculations response rate is more than 50%. So researcher can conclude that validity of questionnaire method is appropriate for further analysis.

In the aspect of reliability analysis, Cronbach's Alpha is above 0.7. It gives an indication where the values of Cronbach's Alpha are in the acceptable range and also the internal consistency and reliability of the scales could be clearly assured by the researcher. So the data gathered through the questionnaire can be used for the further analysis purposes and also for the inference process because the overall internal consistency is excellent.

C. Factor score estimations

Researcher has considered the Likert scale given by each respondent separately for each variable. Using those values construct the indexes for each and every variable by using factor score method.

It can be calculated that the scores of each and every respondent for factor scores as below.

Factor Scores for Emotional satisfaction about the job;

$$SM = 0.739 (SM1) + 0.870 (SM2) + 0.763 (SM3) + 0.793 (SM4)$$

Factor Scores for Learning environment;

$$SL = 0.759 (SL1) + 0.828 (SL2) + 0.852 (SL3)$$

Factor Scores for Need of the employees;

$$SN = -0.739 (SN1) + 0.869 (SN2) + 0.828 (SN3)$$

Factor Scores for Communication between the company and employees;

$$SC = 0.856 (SC1) + 0.901 (SC2) + 0.839 (SC3)$$

Factor Scores for Evaluation system;

$$SE = 0.662 (SE1) + 0.879 (SE2) + 0.702 (SE3)$$

Factor Scores for Job satisfaction;

$$\text{Job Satisfaction} = 0.909 (SM) + 0.935 (SL) + 0.894 (SN) + 0.910 (SC) + 0.612 (SE)$$

Accordingly, learning environment highly contribute towards the job satisfaction, as it gets the highest score within the job satisfaction variable. On the other hand, evaluation system is the lowest contributed factor for the variable named job satisfaction.

When it considers about the descriptive statistics, the highest mean value was obtained from factor named "Emotional satisfaction about the job" while lowest mean value obtained from factor named "Learning environment". Minimum factor scores of respondents also belong to "Learning environment" factor while the maximum value refers with "Emotional satisfaction about the job" factor. When considering the standard deviation of all the factors it shows that the highest stability by getting the lower value of standard deviation. And

all the coefficients of skewness are mentioned as negative but slightly skewed. So it happens because of the data on these each factor is gathering into positive side or in other words, the data on these each factor is skewed to negative side. But it is not showing high skewness and it seems some sort of normal distribution because the coefficient of skewness are near to zero.

Also, it can be calculated that the scores of each and every respondent for factor scores as below. Factor Scores for Working environment;

$$PP = 0.898 (PP1) + 0.892 (PP2) + 0.907 (PP3) + 0.801 (PP4) - 0.239 (PP5)$$

Factor Scores for Motivation;

$$PMT = 0.876 (PMT1) + 0.890 (PMT2) + 0.791 (PMT3) + 0.798 (PMT4)$$

Factor Scores for Job design;

$$PJ = 0.809 (PJ1) + 0.803 (PJ2) + 0.902 (PJ3)$$

Factor Scores for Stress and work load;

$$PSC = 0.896 (PSC1) - 0.176 (PSC2) + 0.899 (PSC3)$$

Factor Scores for Job performance;

$$\text{Job Performance} = 0.939 (PMT) + 0.913 (PP) + 0.943 (PJ) + 0.954 (PSC)$$

Accordingly, stress and work load highly contributed to the job performance as it gets the highest score within the job performance variable. On the other hand, working environment is the lowest contributing factor for the variable named job performance.

When it considers about the descriptive statistics, highest mean value was obtained from factor named "Motivation" while lowest mean value was obtained from factor named "Stress and work load". Minimum factor scores of respondents also belong to "Stress and work load" factor while the maximum value refers with "Motivation" factor. As considered with the standard deviation, all the factors show the highest stability by getting the lower value of standard deviation. And all the coefficients of skewness are mentioned as negative but slightly skewed. It happens because the data on these each factor is gathering into positive side. In other words, the data on these factors are skewed to negative side. But it is not showing high skewness and it seems some sort of normal distribution because the coefficient of skewness are near to zero.

D. Correlation analysis

Correlation analysis is a significant technique of statistical evaluation used to study the strength of an association among two, numerically measured, continuous variables.

Table 1: Summary of the Correlation Analysis

Component / Variable	Pearson's correlation coefficient with job performance	P value of the correlation coefficient
Job Satisfaction	0.931	0.000
Emotional satisfaction about the job	0.815	0.000
Learning environment	0.880	0.000
Need of the employees	0.859	0.000
Communication between the company and employees	0.889	0.000
Evaluation system	0.488	0.000

There is significant strong positive relationship between the two variables of the study as job satisfaction and job performance, with a 99 % confidence. When considering correlation of each components of the job satisfaction with the job performance, there is strongly positive and significant relationships among the job performance and the components of the job satisfaction except the component named; "Evaluation system". Evaluation system shows the moderate positive relationship with the job performance.

E. Regression analysis

Simple linear regression is used to quantify the relationship or measure the impact by the independent variable on the dependent variable. The multiple linear regressions is used to explain the relationship between one continuous dependent variable and more than one independent variables (Field, 2009).

$$\text{Job Performance} = 3.175 + 0.999 \text{ Job satisfaction} \\ (0.004) \quad (0.000)$$

According to β_1 coefficient of this regression model, job performance will increase by 0.999 unit of average job performance score when the job satisfaction increased by one unit of job satisfaction score with the 95% confidence. As confidence interval of $\text{Pr}\{0.947 \leq \beta_1 \leq 1.051\} = 0.95$, 95% cases change of average job performance score vary 0.947 to 1.051 when the job satisfaction increased by one unit of job satisfaction score. So the impact of job satisfaction on job performance is in significantly high level. As per the β_0 coefficient of this regression model, 95% significantly auto job performance level is 3.175 in other words although the temporary academic staff member hasn't any satisfaction on his/her job, but the performance level of the job is in 3.175 level with the 95 % confidence.

When it considers the Significance of the model, ANOVA table p value equals to zero, which is less than 0.05 and indicates that the overall regression model statistically significantly predicts the job performance score of the temporary academic staff. Coefficient of determinant (R^2) value estimated for this model is 0.866 which tells the proportion of variance in the job performance (dependent

variable) which can be explained by using the job satisfaction (independent variable). R^2 is an overall measure of the strength of association and so one can accept the estimated model which explains 86.6% of the variance of dependent variable (job performance).

As per the residual analysis, mean value of standardized residuals are equals to zero while the standard deviation of standardized residuals is near one (0.998) which states the measures of standard normal distribution. So the researcher can identify that the residuals are normally distributed. It can further realize using normal probability plot of standardized residuals which probably calls P-P Plot of standardized residuals which is given figure 2

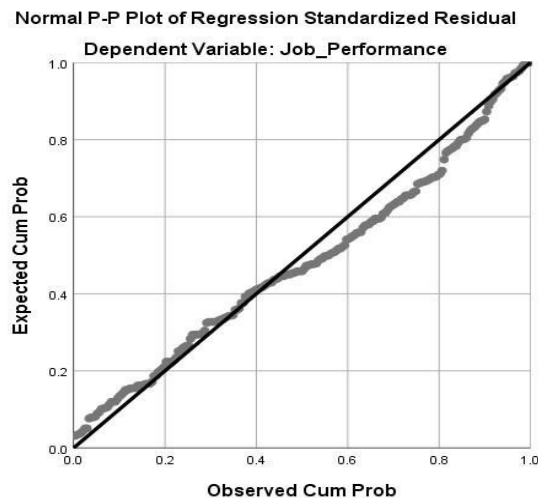


Fig 2 P-P plot of regression (1) standardized residuals

As per figure 2 shows standardized residuals are scattered near the equi-distributed line which demonstrate the normality of standardized residuals of the dependent variable. So the estimated model is satisfied all the statistical qualities which expected from the simple linear regression analysis.

To achieve the purpose of identifying the most affected component of job satisfaction on job performance, researcher tried to measure the impact of the components of the job satisfaction on job performance by using the multiple regression analysis;

$$\text{Job Performance} = 4.933 + 0.393 \text{ SM} + 1.237 \text{ SL} + 0.921 \text{ SN} + 1.332 \text{ SC} + 0.215 \text{ SE}$$

Here; SM: Score of emotional satisfaction about the job
 SL: Score of learning environment
 SN: Score of need of the employees
 SC: Score of communication between the company and employees
 SE: Score of evaluation system

Since the P value is the fifth independent component which is identified from the previous studies, it does not demonstrate the significance impact (P value = 0.143 > 0.05), that

component named “evaluation system” has not significant in the regression model.

As per the β_0 coefficient of this regression model, 95% significantly auto job performance level is 4.933 in other words although the temporary academic staff member hasn't received any satisfaction on any component, but the performance level of the job is in 4.933 level with the 95% confidence. According to β_{11} coefficient of this regression model, job performance will increase by 0.393 unit of average job performance score when the Score of emotional satisfaction about the job increased by one unit with the 95% confidence. As confidence interval of $\text{Pr}\{0.080 \leq \beta_{11} \leq 0.707\} = 0.95$, 95% cases change of average job performance score vary 0.080 to 0.707 when the score of emotional satisfaction about the job increased by one unit. As per the β_{12} coefficient of this regression model, job performance will increase by 1.237 unit of average job performance score when the Score of learning environment increased by one unit with the 95% confidence. As confidence interval of $\text{Pr}\{0.849 \leq \beta_{12} \leq 1.624\} = 0.95$, 95% cases change of average job performance score vary 0.849 to 1.624 when the score of learning environment increased by one unit. According to β_{13} coefficient of this regression model, job performance will increase by 0.921 unit of average job performance score when the score of need of the employees increased by one unit with the 95% confidence. As confidence interval of $\text{Pr}\{0.470 \leq \beta_{13} \leq 1.372\} = 0.95$, 95% cases change of average job performance score vary 0.470 to 1.372 when the score of need of the employees increased by one unit. As per the β_{14} coefficient of this regression model, job performance will increase by 1.332 unit of average job performance score when the score of communication between the company and employees increased by one unit with the 95% confidence. As confidence interval of $\text{Pr}\{0.958 \leq \beta_{14} \leq 1.706\} = 0.95$, 95% cases change of average job performance score vary 0.958 to 1.706 when the score of communication between the company and employees increased by one unit.

Consequently, communication between the company and the employees is the most affected component on the job performance while the learning environment becomes the second important component. Need of the employees are the third important component and the emotional satisfaction about the job is the least important component while the evaluation system is not affected significantly.

When it considers the Significance of the model, ANOVA table p value equals to zero, which is less than 0.05 and indicates that the overall regression model statistically significantly predicts the job performance score of the temporary academic staff. Coefficient of determinant (R^2) value estimated for this model is 0.882 which tells the proportion of variance in the job performance which can be explained by using the independent variables. R^2 is an overall measure of the strength of association and so one can accept the estimated model which explains 88.2% of the variance of

dependent variable (job performance). Adjusted R^2 value = 0.880 which is very similar to observed.

As per the residual analysis, mean value of standardized residuals are equal to zero while the standard deviation of standardized residuals is near one (0.989) which states the measures of standard normal distribution. So the researcher can identify that the residuals are normally distributed. It can further realize using normal probability plot of standardized residuals which probably calls P-P Plot of standardized residuals which is given figure 3.

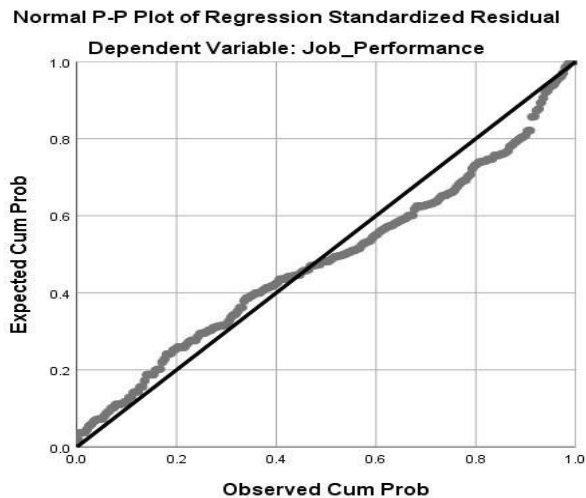


Fig. 3 P-P plot of regression (2) standardized residuals

As per figure 3 shows standardized residuals are scattered near the equi-distributed line which demonstrate the normality of standardized residuals of the dependent variable. So the estimated model is satisfied in all the statistical qualities which is expected from the simple linear regression analysis.

Multicollinearity is the situation which violate the assumption that there should not be a linear relationship among the independent variables. The model has no serious problem with multicollinearity since all the values of condition indexes are less than 100. Collinearity diagnostics are attached in the appendix 4.18. The VIF value also proves that there is no multicollinearity in this model since all the VIF values are less than 5.

Autocorrelation is the situation which violate the assumption that the random error components are identically and independently distributed. Accordingly, researcher constructed and check the null hypotheses as "There is an autocorrelation in the estimated multiple regression model." Durbin Watson test statistic which equals to 1.983 is near the value 2 which indicates there is no autocorrelation problem. So the researcher reject H_0 and it refers that there is no autocorrelation because the value is near to 2.

Heteroscedasticity is the situation which violates the assumption that the variance of random error components is

constant (Homoscedasticity). It can be identified using the figure 4.

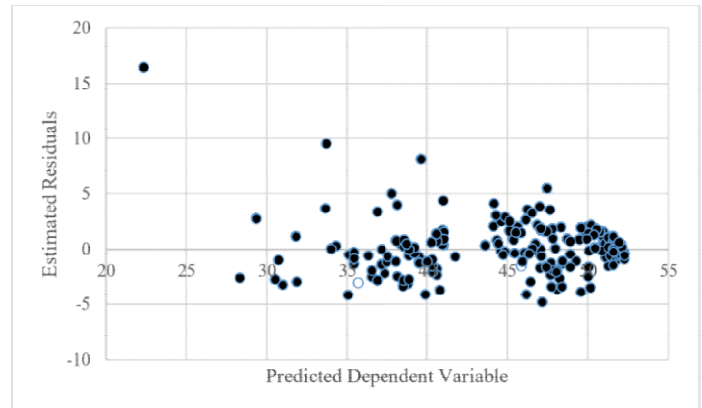


Fig. 4 Scatter plot of estimated residuals vs. predicted values

As per the figure 4, there are no significant patterns in the scattered dots and it is seemed as a random pattern. So the researcher can determine that there is no heteroscedasticity problem occurring.

Influence point is a point which has a noticeable impact on the model coefficients. It can pull the regression model in its direction. So it is important to identify whether there are considerable number of influence points. As per the calculated DFFITS

statistics all of the are less than 0.2104 which is the value of $2\sqrt{\frac{k}{n}}$, that means $|DFFITS_i| < 0.2104$, there are not any possible high influence observation.

V. CONCLUSIONS

Researcher can draw the conclusion on the level of employee satisfactions in the temporary academic staff in Sri Lanka as value between 20.64 and 49.87 while the average value lies on 41.45. As average most of the temporary academic staff members are satisfied about their job. Ellickson and Logsdon (2001) and also Shahab and Ali (2013) has found the same needs of the personals are affected for job satisfaction. This study has also proved that the needs of the employee is significant factor for the job satisfaction. Hulin and Judge (2003) suggested that job satisfaction is an attitude and that attitudes are either emotions or mental satisfaction. As they have showed this research also prove that emotional satisfaction is affected to decide the level of job satisfaction significantly. Study has found that Communication between the company and employees also significantly affecting factor for the job satisfaction as the previous scholar Chambers (1998) proved. In a survey conducted by Durai (2017) identified a positive relationship between job satisfaction components which were promotion process and evaluation system. Also this study has confirmed that Evaluation system is significantly affecting the job satisfaction of temporary academic staff.

Then it has proven through this research that employee performance in the temporary academic staff in Sri Lanka as value between 25.72 and 52.94 while the average value lies on 44.55. As average most of the temporary academic staff members are in high level of job performance. Shulze and Steyn (2003), Oloolube (2006) and Stuart et al. (2008) have explained that motivation towards work is the most affected factor for the job performance. The findings of this research, has proven that the employee motivation is one of the most essential part in the job satisfaction of the employees. Study has found that working environment is significantly affecting the job performance. It is similar to the findings of Uddin et al. (2016) indicated that the surroundings which an employee in subjected influenced their performance. As the findings of the researches done by Aroosiya and Ali (2013), Achieng et al. (2014), there was a direct relationship among the two variables named job performance and job design of the school's employees. This study also proves that the job design significantly affected the job performance.

With the aim of achieving the main objective of the research, researcher has drawn conclusions on the impact of the job satisfaction on job performance of temporary academic staff in Sri Lanka. As per the research done by Judge et al. (2001), there is no significant relationship between satisfaction and performance of the employees. But this research has given the totally contrast conclusion as there are highly significant relationship and also impact of job satisfaction on job performance of temporary academic staff. This is the further proven conclusion of Locke (1970) and Cook (2008) who proved that there is an impact of job satisfaction on job performance and also Lawler and Porter (1967) who proved that job performance affects job satisfaction together.

Communication between the company and employees is the most affected component on the job performance while the learning environment becomes second important component. Need of the employees are the third important component and the emotional satisfaction about the job is the least important component while the evaluation system is not affected significantly.

Accordingly, researcher can conclude that there is a significant positive impact of job satisfaction on job performance of temporary academic staff.

VI. RECOMMENDATIONS

In view of the above conclusion the researcher has suggested some recommendations to improve the job satisfaction of the temporary academic staff members because, according to the conclusion, job satisfaction directly increases the job performance.

Needs of the employees is a significant component of job satisfaction and under the needs of the employees, leaves are an important element. In the present situation temporary academic staff members have academic leave and medical

leave only. So it is better to give the casual leaves for temporary academicians as other government servants have.

Evaluation systems directly affect the increase in job satisfaction. There are some evaluation methods that are used Faculty wise; but seems not general for all. So the administrators should implement general evaluation method for temporary academic staff in each Faculty and implement the procedure to evaluate employees with achieving specific grade as color. It is better to give valid certificate which include the obtained colour of the temporary academicians.

Although some faculties already conduct the staff development programmes for temporary academicians, some of them are not conducting it in a proper way. Therefore, it is better to conduct staff development programmes in an approved common scheme.

Emotional satisfaction about the job is another significant component which affects the job satisfaction and the salary is an important element within this component. Most of the temporary academicians work more than 8 hours per day without any overtime payments. It is better to implement overtime payment procedure for temporary academic staff members. And also implement to increment procedure for temporary academicians who complete their first year.

The appreciation of performance and personal recognition of employees by the senior academic staff have proved to be a very powerful tool in building their motivation. So, it is needed to plan an effective recognition procedure in the department/Faculty, and find creative ways to reward top performing temporary academicians, who are more worthy than cash.

Learning environment is another important factor which affects the employee satisfaction. Some of the faculties have procedures to find out worldwide scholarships for higher education. So it should implement proper processes in every Faculty to introduce and provide opportunities specially scholarships for higher education for the temporary academic staff members.

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