CHAPTER-V
FINDINGS AND IMPLICATIONS OF THE STUDY

307 correlation coefficients from 100 different previous studies on the relationship between job satisfaction and job performance were collected and analyzed with meta-analysis techniques of Hunter et al. (1982), Hedges et al. (1985) and Davar (2004) to know the true relationship between job satisfaction and job performance. Variability among the different correlation coefficients across studies was calculated to see whether correlation coefficients differ across studies. And the collected data-set was further classified into subgroups and analyzed to detect the possible moderator variables which may determine the magnitude of the relationship between the job satisfaction and job performance.

SECTION-I
FINDINGS

The value of mean effect size computed with all the three approaches i.e. Hunter et al. (1982) (\(\bar{r} = 0.32907\)), Hedges et al. (1985) (\(\bar{r} = 0.31508\)) & Davar (2004) (\(\bar{r} = 0.33920\)) are somewhat similar to each other. Results show that the mean effect size is significant at 5% level of significance in all the three cases. This shows that there is moderate but significant correlation between the job satisfaction and job performance and we reject the null hypothesis \(H_0\) that there is no significant relationship between job satisfaction and job performance. Our results regarding mean effect size is consistent with the results of Petty et al. (1984) (\(\bar{r} = 0.31\)); Judge et al. (2001) (\(\bar{r} = 0.30\)); Whitman et al. (2010) (\(\bar{r} = 0.34\)); but inconsistent with the results of Vroom (1964) (\(\bar{r} = 0.14\)); Iaffaldano and Muchinsky (1985) (\(\bar{r} = 0.17\)).

A substantial value of true variance i.e. 0.05348 and 0.04961 computed with Hunter et al. (1982) and Davar (2004) formulas respectively, suggests that there is no homogeneity among results across studies. Heterogeneity in the given set of studies is also confirmed with \(\chi^2\) test of Hunter et al (1990) and Q test of Hedges et al. (1985), as the computed value of \(\chi^2\) test (5586.57) of Hunter et al. (1990) and the computed value of Q test (7170.89) of Hedges et al. (1985) is greater than the table value.
(χ²₀₀₅ = 140.169) and we reject the null hypothesis H₀₂ that there is no significant difference among the correlations coefficient across studies. However, Q test of Hedges et al. (1985) and χ² test of Hunter et al (1982, 1990) only informs us about the presence versus the absence of heterogeneity, but it does not report on the extent of such heterogeneity. Higgins and Thompson (2002)’s I² index shows 94.52% variation across different studies as per Hunter et al. (1982, 1990) approach and 95.73% variation as per Hedges et al. (1985) approach. As I² value is higher than 75%, it depicts that there is high heterogeneity in the results of different studies.

High heterogeneity between the correlation coefficients across different studies means there are some moderator factors which affect the strength of the relationship between job satisfaction and job performance. Collected studies were classified as per their characteristics to identify the possible moderator factors. All possible moderator factors were analyzed with three approaches Hunter et al. (1982), Davar (2004) and Neter et al. (1988) to see their effect on the mean correlation between job satisfaction and job performance. Meta-analysis of all possible moderator factors shows that there are some moderator factor which may affect the strength of the relationship between job satisfaction and job performance. Results of the analysis of all possible moderators are given below:

Analysis of composition of sex as moderator with all three approaches reveals that composition of sex could act as moderator factor in the relationship between job satisfaction and job performance. Results of analysis of composition of sex as moderator with Hunter et al. (1982) approach shows that mean correlation (r̅) is 30.70% higher in the subset of 70 studies where more than 50% females were employed when r is corrected for measurement error. And when r is not corrected for measurement error, mean correlation is 36% higher in the subset where more than 50% females were employed. And true variance in the subset where more than 50% females were employed is 0.03782 and in other subset of 100 studies where more than 50% males were employed is 0.04038 with corrected r. As per Davar (2004) results, mean correlation (r̅) is 13.70% higher in that subset where more than 50% females were employed when r is corrected for measurement error and when r is not corrected.
for measurement error, mean correlation is 17.71% higher in the subset where more than 50% females were employed. And true variance is 0.02079 in the same subset where more than 50% females were employed and the true variance 0.02571 is generated in other subset where more than 50% males were employed. Neter et al. (1988) approach also confirms that there is significant difference between mean correlations of two subsets at level of 1% significance in case of Hunter et al. (1982) but does not confirm the findings of Davar (2004).

Meta-analysis of average age of the sample as moderator with all three approaches reveals that average age of the sample may affect the relationship between job satisfaction and job performance as per Hunter et al. (1982) but may not affect such relationship as per Davar (2004) and Neter et al. (1988). Meta-analysis of average age of the sample as moderator with Hunter et al. (1982) approach shows the 26.11% & 25.11% higher mean correlation ($\bar{r}$) in the subset of 81 studies where young employees were employed, with corrected and uncorrected $r$ respectively. In case of subset of young employees, there is more than 90% true variance and in case of other subset of 80 studies of old employees, more than 80% variance is true variance. As per Davar (2004) results, mean correlation ($\bar{r}$) is 1.78% higher in that subset where young employees were employed, with corrected $r$ and when $r$ is not corrected for measurement error, mean correlation is 1.41% higher in the same subset. Neter et al (1988) approach also shows that there is no significant difference between the mean correlations of the two subsets in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Meta-analysis of occupation of the sample as moderator with all three approaches reveals that occupation of the sample may affect the relationship between job satisfaction and job performance. Hunter et al. (1982) approach shows that subset of 94 studies on managers generated 43.40% higher mean correlation than mean correlation of subset of 66 studies on non-managers with corrected $r$ and generated 47.87% higher mean correlation than mean correlation of subset of non-managers with uncorrected $r$. In case of both subsets of managers and non-managers more than 90% variance is true variance in both cases when $r$ is corrected and when $r$ is not
corrected for measurement error. Davar (2004) approach shows that subset of managers generated 43.24% higher mean correlation than mean correlation of subset of non-managers with corrected r; and generated 42.90% higher mean correlation than mean correlation of subset of non-managers with uncorrected r. In case of subset of managers, more than 80% variance is true variance in both cases when it is computed with corrected r and when it is computed with uncorrected r. And in case of subset of non-managers, 71.94% & 61.02% variance is true variance when it is computed with corrected r and uncorrected r respectively. Neter et al (1988) approach also confirmed that there is significant difference between mean correlations of both subsets at 1% level of significance in case of Hunter et al. (1982) approach and at 10% level of significance in case of Davar (2004) approach.

Meta-analysis of citizenship of the sample as moderator with all three approaches reveals that citizenship of the sample may affect the relationship between job satisfaction and job performance. Hunter et al. (1982) approach shows that meta-analysis of subset of 65 Indian studies generated 42.56% higher mean correlation than mean correlation of subset of 242 foreign studies with corrected r and generated 42.70% higher mean correlation than mean correlation of subset of foreign studies with uncorrected r. In case of both subsets of Indian studies and foreign studies more than 90% variance is true variance in both cases when it is computed with corrected and uncorrected r. Davar (2004) approach shows that meta-analysis of subset of Indian studies generated 27.11% higher mean correlation than mean correlation of subset of foreign studies with corrected r and generated 28.55% higher mean correlation than mean correlation of subset of foreign studies with uncorrected r. In case of subset of Indian studies, 83.06% & 77.03% variance is true variance when it is computed with corrected r and when it is computed with uncorrected r respectively. In case of subset of foreign studies, true variance is negative when computed with corrected r and when it is computed with uncorrected r, 90.34% variance is true variance. Neter et al. (1988) approach also confirms that there is significant difference between mean correlations of both subsets at level of 1% significance in case of both Hunter et al. (1982) and Davar (2004) approach.
Job status of the sample acts as moderator as per Hunter et al. (1982) approach but does not act as moderator as per Davar (2004) approach. Hunter et al. (1982) approach shows that the meta-analysis of subset of 33 studies on permanent employees generated 22.32% higher mean correlation than mean correlation of subset of 21 studies on temporary employees, with corrected r and generated 22.30% higher mean correlation, with uncorrected r. In case of subset of permanent employees 91.75% & 89.06% variance is true variance in both cases when such variance is computed with corrected r and uncorrected r respectively. In same way, in the case of subset of temporary employees 54.50% & 34.14% variance is true variance in both cases when such variance is computed with corrected r and uncorrected r respectively.

Davar (2004) approach shows that meta-analysis of subset of temporary employed employees generated 1.26% higher mean correlation than mean correlation of subset of permanent employed employees with corrected r and generated 1.31% higher mean correlation, with uncorrected r. Neter et al. (1988) approach shows that there is significant difference between the mean correlations of two subsets at level of 10% in case of Hunter et al. (1982) approach but shows that there is no significant difference between the mean correlations of two subsets in case of Davar (2004) approach.

Type of the job of the sample also acts as moderator variable in the relationship between job satisfaction and job performance only as per Hunter et al. (1982) approach but does not act as moderator variable as per Davar (2004) and Neter et al. (1988) approach. Hunter et al. (1982) approach shows that the meta-analysis of the subset of 23 studies of non-complex jobs generated 9.16% higher mean correlation than mean correlation of subset of 44 studies of complex jobs, with corrected r and generated 14.30% higher mean correlation, with uncorrected r. In case of subset of complex jobs more than 80% variance is true variance in both cases when it is computed with corrected and uncorrected r while in case subset of non-complex jobs true variance is 43.47% & 25.21% when it is computed with corrected r and uncorrected r respectively. Davar (2004) approach shows that the meta-analysis of subset of 44 studies of complex jobs generated 2.24% higher mean correlation than mean correlation of subset of 23 studies of non-complex jobs, with corrected r but
with uncorrected r subset of 23 studies of non-complex jobs generated 1.83% higher mean correlation than the mean correlation of subset of 44 studies of complex jobs. Neter et al. (1988) approach shows that there is no significant difference between mean correlations of two subsets in case of both Hunter et al. (1982) and Davar (2004) approach.

Autonomy at the job also acts as moderator variable which is confirmed by all three approaches. As per Hunter et al. (1982) approach, meta-analysis of subset of 34 studies where employees were having low autonomy generated 77.21% higher mean correlation than mean correlation of subset of 25 studies where employees were having high autonomy, with corrected r and generated 77.56% higher mean correlation with uncorrected r. In case of subset of employees having high autonomy, true variance is more than 80% in both cases when it is computed with corrected and uncorrected r while in case of subset of employees having low autonomy, 85.23% & 77.76% variance is true variance when it is computed with corrected r and uncorrected r respectively. Davar (2004) approach shows that meta-analysis of subset of employees having low autonomy generated 46.91% higher mean correlation than mean correlation of subset of employees having high autonomy, with corrected r and generated 44.77% higher mean correlation in case of uncorrected r. In case of subset of employees having high autonomy, 3.27% variance is true variance when it is computed with corrected r and there is negative true variance when it is computed with uncorrected r. In case of subset of employees having low autonomy, 33.34% & 2.40% variance is true variance when it is computed with corrected r and when it is computed with uncorrected r respectively. Neter et al. (1988) approach also shows that there is significant difference between the mean correlations of two subsets at 1% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Measurement scales of job satisfaction of the sample do not act as moderator variable which is confirmed by all three approaches. Hunter et al. (1982) approach shows that the meta-analysis of subset of 217 studies where employees were using existing scale of job satisfaction generated 2.20% higher mean correlation than mean
correlation of subset of 90 studies where employees were using self administered questionnaire, with corrected r and while subset of employees using self administered questionnaire generated 1.40% higher mean correlation than mean correlation of subset of employees using existing scales of job satisfaction with uncorrected r. Davar (2004) shows that meta-analysis of subset of employees using self administered questionnaire generated 4.71% higher mean correlation than mean correlation of subset of employees using existing scales, with corrected r and generated 4.96% higher mean correlation in case of uncorrected r. Neter et al. (1988) approach shows that there is no significant difference between the mean correlations of two subsets in case of both Hunter et al. (1982) and Davar (2004) approach.

Results of all three approaches confirm that measurement scales of job performance act as moderator variable and determine the magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, meta-analysis of subset of 150 studies using existing scales, generated 24% higher mean correlation with corrected r and generated 21.79% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies using self generated questionnaire of job performance. Davar (2004) approach shows that meta-analysis of subset of 150 studies using existing scales generated 20.58% higher mean correlation with corrected r and generated 22% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies using self administered questionnaire. In case of both subsets, more than 90% variance is true variance in both cases when computed with Hunter et al. (1982) and Davar (2004) approach. Neter et al. (1988) shows that there is significant difference between mean correlations of two subsets at 5% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Results of all three approaches confirm that measures of job satisfaction act as moderator variable and determine the magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, Meta-analysis of subset of 156 studies measuring overall job satisfaction generated 50.69% higher mean correlation with corrected r and generated 53.68% higher mean correlation with
uncorrected $r$ than mean correlations of subset of 151 studies measuring job facets satisfaction. In case of subset of 151 studies measuring job facets satisfaction, more than 80% variance is true variance and in case of 156 studies measuring overall job satisfaction, more than 90% variance is true variance. Davar (2004) approach shows that meta-analysis of subset of 156 studies measuring overall job satisfaction generated 39.89% higher mean correlation with corrected $r$; and generated 40.20% higher mean correlation with uncorrected $r$ than mean correlations of subset of 151 studies measuring job facet satisfaction. In case of subset of 151 studies measuring job facets satisfaction, 84.64% & 78.82% variance is true variance when it is computed with corrected $r$ and uncorrected $r$ respectively. And in case of 156 studies measuring overall job satisfaction, 96.07% & 89.69% variance is true variance, when it is computed with corrected $r$ and uncorrected $r$ respectively. Neter et al. (1988) shows that there is significant difference between mean correlations of two subsets at 1% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Publication status of the studies also acts as moderator variable and determines magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, meta-analysis of subset of 47 unpublished studies generated 26.76% higher mean correlation with corrected $r$ and generated 25.06% higher mean correlation with uncorrected $r$ than mean correlations of subset of 260 published studies. In case of subset of 260 published studies more than 90% variance is true variance and in case of 47 unpublished studies more than 94.56% & 74.63% variance is true variance, when it is computed with corrected $r$ and uncorrected $r$ respectively. Davar (2004) approach shows that meta-analysis of subset of 47 unpublished studies generated 7.13% higher mean correlation with corrected $r$; and generated 7.67% higher mean correlation with uncorrected $r$ than mean correlations of subset of 260 published studies. In case of subset of 260 published studies more than 90% variance is true variance in both cases when it is computed with corrected $r$ and uncorrected $r$. and in case of 47 unpublished studies 67.48% & 53.20% variance is true variance when it is computed with corrected $r$ and uncorrected $r$ respectively.
Neter et al. (1988) approach shows that there is significant difference between mean correlations of two subsets at 5% level of significance in case of Hunter et al. (1982) approach but Neter et al. (1988) approach does not confirm the same in case of Davar (2004) approach.

Type of sector of the studies also acts as moderator variable and determines magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, meta-analysis of subset of 168 studies on service sector generated 51.31% higher mean correlation with corrected r and generated 58.76% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies on manufacturing sector. In case of subset of manufacturing sector, 92.00% & 89.51% variance is true variance when it is computed with corrected r and uncorrected r respectively. And in case of subset of service sector, more than 90% variance is true variance. Davar (2004) approach shows that meta-analysis of subset of 168 studies on service sector generated 29.52% higher mean correlation with corrected r and generated 31.95% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies on manufacturing sector. In case of subset of 102 studies on manufacturing sector, 83.72% & 78.50% variance is true variance when it is computed with corrected r and uncorrected r respectively. And in case of 168 studies on service sector, 90.66% & 87.31% variance is true variance when it is computed with corrected r and uncorrected r respectively. Neter et al. (1988) approach shows that there is significant difference between mean correlations of two subsets at 1% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

SECTION-II

IMPLICATIONS OF THE STUDY

As the study was conducted with the objective to know the true relationship between job satisfaction and job performance, results confirm that there is moderate but significant relationship between job satisfaction and job performance. It’s a fact for a human resource manager that if he wants to improve the job performance of the employees in the organization, he may frame such human resource policies, that make
the employee satisfied at their job. Brief (1998) wrote, “If a person’s work is interesting, pay is fair, promotional opportunities are good, supervisor is supportive and co-workers are friendly, then a situational approach leads one to predict that she/he is satisfied with her/his job”. With the above words of Brief it can be stated that if a person is satisfied with his work, he will do his best effort to do the work more efficiently. If employees of the organization are optimistic, aggressive, & motivated then he will enjoy complex and challenging jobs. If employees will receive the same pay as other employees receive for the same work, then they will be more satisfied at their job. Promotion should be given to the employees on merit basis this will reduce the biasness in the promotion of the employees, which will make the employees more satisfied at the job. If employees’ relations with supervisor and co-workers are good, then it will create comfortable environment at the job, which will make the employees satisfied at the job. Good relation with supervisor and co-workers make such open environment for the employees in which employees may do the work very freely.

It’s not enough to know that a satisfied employee will be a good performer at the job. But human resource manager should also aware about other factors which are not contextual factor of the job satisfaction but moderate the relationship of job satisfaction and job performance. As we find that relationship between job satisfaction and job performance is strong in case of female employees than male employees. Human resource manager can frame separate HRM policy for female employees & male employees like females are equally responsible for her family, so, relaxation in timings of the job may be given to the female employees instead of male employees. Child care facilities like child care home may be maintained at the organizations or child care leave may be given to female employees.

We find that in case of managers, relationship between job satisfaction and job performance is stronger than in case of non-managers. Its implication is that employees may be more satisfied with the higher job authorities and responsibilities & advancement of the career. Therefore, HRM manager should provide opportunities
to his employees for their career advancement and who have higher qualifications, he/she may be promoted at the higher post.

HRM manager should aware that the difference of culture in two countries may also affect the relationship of job satisfaction and job performance. We find that relationship between job satisfaction and job performance is stronger in case of Indian studies than foreign studies. There is difference in living style, cost of living & economic and social behavior of Indians and foreigner. Employees’ social & economic behavior may affect their behavior at the job like those employees who are economically sound they could not be motivated with the monetary rewards. Those employees who are comfortable in doing work with their peers they could not do better work in isolation.

We find that High autonomy weakens the relationship between job satisfaction and job performance & the same relationship is higher in case of low autonomy. It implies that employees want to work in controlled environment they do not want to take decision independently. So, the HRM policy regarding decentralization or delegation of authority should not be liberal.

We find that the relationship between job satisfaction and job performance is strong when both of these were measured with existing scales. Therefore, HRM manager should use existing scales of job satisfaction and job performance as these existing scales are very helpful in establishing the construct validity.

The concept of measuring the job satisfaction may be global concept or may be measured with different facets of job satisfaction. If HRM manager will measure the overall job satisfaction then more positive response will be from the employees, but if he measures with different facets of job satisfaction then weak results may be generated. Performance will be better if employees of the organization are overall satisfied with their job. So, the framework of the HRM policy should be such that the employees should be overall satisfied with the job rather on some specific content of job satisfaction.
The relationship between job satisfaction and job performance is stronger in service sector rather than in manufacturing sector. It implies that employees are more satisfied in service sector in comparison to manufacturing sector. One of the cause may be that in service sector employees deal with human beings, their face to face interaction with customers may make their work more interesting but in manufacturing sector employees deal with non-living products and machines which may make their work boredom. Second cause may be that service sector like IT companies, hospitals, hotels, banks etc. is growing at rapid speed. Employees are getting high remuneration in this sector. It’s a good information for the employers that if they want to shift their business or want to establish a new unit then they may enter into the service sector.

Therefore, if HRM managers want to realize the performance benefits of increased job satisfaction, they may be better served with implementation of policy changes.
CHAPTER-V
FINDINGS AND IMPLICATIONS OF THE STUDY

307 correlation coefficients from 100 different previous studies on the relationship between job satisfaction and job performance were collected and analyzed with meta-analysis techniques of Hunter et al. (1982), Hedges et al. (1985) and Davar (2004) to know the true relationship between job satisfaction and job performance. Variability among the different correlation coefficients across studies was calculated to see whether correlation coefficients differ across studies. And the collected data-set was further classified into subgroups and analyzed to detect the possible moderator variables which may determine the magnitude of the relationship between the job satisfaction and job performance.

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The value of mean effect size computed with all the three approaches i.e. Hunter et al. (1982) ($\bar{r} = 0.32907$), Hedges et al. (1985) ($\bar{r} = 0.31508$) & Davar (2004) ($\bar{r} = 0.33920$) are somewhat similar to each other. Results show that the mean effect size is significant at 5% level of significance in all the three cases. This shows that there is moderate but significant correlation between the job satisfaction and job performance and we reject the null hypothesis $H_0$ that there is no significant relationship between job satisfaction and job performance. Our results regarding mean effect size is consistent with the results of Petty et al. (1984) ($\bar{r} = 0.31$); Judge et al. (2001) ($\bar{r} = 0.30$); Whitman et al. (2010) ($\bar{r} = 0.34$); but inconsistent with the results of Vroom (1964) ($\bar{r} = 0.14$); Iaffaldano and Muchinsky (1985) ($\bar{r} = 0.17$).

A substantial value of true variance i.e. 0.05348 and 0.04961 computed with Hunter et al. (1982) and Davar (2004) formulas respectively, suggests that there is no homogeneity among results across studies. Heterogeneity in the given set of studies is also confirmed with $\chi^2$ test of Hunter et al (1990) and Q test of Hedges et al. (1985), as the computed value of $\chi^2$ test (5586.57) of Hunter et al. (1990) and the computed value of Q test (7170.89) of Hedges et al. (1985) is greater than the table value.
\( \chi^2_{0.005} = 140.169 \) and we reject the null hypothesis \( H_0 \) that there is no significant difference among the correlations coefficient across studies. However, Q test of Hedges et al. (1985) and \( \chi^2 \) test of Hunter et al (1982, 1990) only informs us about the presence versus the absence of heterogeneity, but it does not report on the extent of such heterogeneity. Higgins and Thompson (2002)’s \( I^2 \) index shows 94.52% variation across different studies as per Hunter et al. (1982, 1990) approach and 95.73% variation as per Hedges et al. (1985) approach. As \( I^2 \) value is higher than 75%, it depicts that there is high heterogeneity in the results of different studies.

High heterogeneity between the correlation coefficients across different studies means there are some moderator factors which affect the strength of the relationship between job satisfaction and job performance. Collected studies were classified as per their characteristics to indentify the possible moderator factors. All possible moderator factors were analyzed with three approaches Hunter et al. (1982), Davar (2004) and Neter et al. (1988) to see their effect on the mean correlation between job satisfaction and job performance. Meta-analysis of all possible moderator factors shows that there are some moderator factor which may affect the strength of the relationship between job satisfaction and job performance. Results of the analysis of all possible moderators are given below:

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Meta-analysis of average age of the sample as moderator with all three approaches reveals that average age of the sample may affect the relationship between job satisfaction and job performance as per Hunter et al. (1982) but may not affect such relationship as per Davar (2004) and Neter et al. (1988). Meta-analysis of average age of the sample as moderator with Hunter et al. (1982) approach shows the 26.11% & 25.11% higher mean correlation ($r$) in the subset of 81 studies where young employees were employed, with corrected and uncorrected $r$ respectively. In case of subset of young employees, there is more than 90% true variance and in case of other subset of 80 studies of old employees, more than 80% variance is true variance. As per Davar (2004) results, mean correlation ($r$) is 1.78% higher in that subset where young employees were employed, with corrected $r$ and when $r$ is not corrected for measurement error, mean correlation is 1.41% higher in the same subset. Neter et al (1988) approach also shows that there is no significant difference between the mean correlations of the two subsets in case of both Hunter et al. (1982) approach and Davar (2004) approach.

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Job status of the sample acts as moderator as per Hunter et al. (1982) approach but does not act as moderator as per Davar (2004) approach. Hunter et al. (1982) approach shows that the meta-analysis of subset of 33 studies on permanent employees generated 22.32% higher mean correlation than mean correlation of subset of 21 studies on temporary employees, with corrected r and generated 22.30% higher mean correlation, with uncorrected r. In case of subset of permanent employees 91.75% & 89.06% variance is true variance in both cases when such variance is computed with corrected r and uncorrected r respectively. In same way, in the case of subset of temporary employees 54.50% & 34.14% variance is true variance in both cases when such variance is computed with corrected r and uncorrected r respectively. Davar (2004) approach shows that meta-analysis of subset of temporary employed employees generated 1.26% higher mean correlation than mean correlation of subset of permanent employed employees with corrected r and generated 1.31% higher mean correlation, with uncorrected r. Neter et al. (1988) approach shows that there is significant difference between the mean correlations of two subsets at level of 10% in case of Hunter et al. (1982) approach but shows that there is no significant difference between the mean correlations of two subsets in case of Davar (2004) approach.

Type of the job of the sample also acts as moderator variable in the relationship between job satisfaction and job performance only as per Hunter et al. (1982) approach but does not act as moderator variable as per Davar (2004) and Neter et al. (1988) approach. Hunter et al. (1982) approach shows that the meta-analysis of the subset of 23 studies of non-complex jobs generated 9.16% higher mean correlation than mean correlation of subset of 44 studies of complex jobs, with corrected r and generated 14.30% higher mean correlation, with uncorrected r. In case of subset of complex jobs more than 80% variance is true variance in both cases when it is computed with corrected and uncorrected r while in case subset of non-complex jobs true variance is 43.47% & 25.21% when it is computed with corrected r and uncorrected r respectively. Davar (2004) approach shows that the meta-analysis of subset of 44 studies of complex jobs generated 2.24% higher mean correlation than mean correlation of subset of 23 studies of non-complex jobs, with corrected r but
with uncorrected r subset of 23 studies of non-complex jobs generated 1.83% higher mean correlation than the mean correlation of subset of 44 studies of complex jobs. Neter et al. (1988) approach shows that there is no significant difference between mean correlations of two subsets in case of both Hunter et al. (1982) and Davar (2004) approach.

Autonomy at the job also acts as moderator variable which is confirmed by all three approaches. As per Hunter et al. (1982) approach, meta-analysis of subset of 34 studies where employees were having low autonomy generated 77.21% higher mean correlation than mean correlation of subset of 25 studies where employees were having high autonomy, with corrected r and generated 77.56% higher mean correlation with uncorrected r. In case of subset of employees having high autonomy, true variance is more than 80% in both cases when it is computed with corrected and uncorrected r while in case of subset of employees having low autonomy, 85.23% & 77.76% variance is true variance when it is computed with corrected r and uncorrected r respectively. Davar (2004) approach shows that meta-analysis of subset of employees having low autonomy generated 46.91% higher mean correlation than mean correlation of subset of employees having high autonomy, with corrected r and generated 44.77% higher mean correlation in case of uncorrected r. In case of subset of employees having high autonomy, 3.27% variance is true variance when it is computed with corrected r and there is negative true variance when it is computed with uncorrected r. In case of subset of employees having low autonomy, 33.34% & 2.40% variance is true variance when it is computed with corrected r and when it is computed with uncorrected r respectively. Neter et al. (1988) approach also shows that there is significant difference between the mean correlations of two subsets at 1% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Measurement scales of job satisfaction of the sample do not act as moderator variable which is confirmed by all three approaches. Hunter et al. (1982) approach shows that the meta-analysis of subset of 217 studies where employees were using existing scale of job satisfaction generated 2.20% higher mean correlation than mean
correlation of subset of 90 studies where employees were using self administered questionnaire, with corrected r and while subset of employees using self administered questionnaire generated 1.40% higher mean correlation than mean correlation of subset of employees using existing scales of job satisfaction with uncorrected r. Davar (2004) shows that meta-analysis of subset of employees using self administered questionnaire generated 4.71% higher mean correlation than mean correlation of subset of employees using existing scales, with corrected r and generated 4.96% higher mean correlation in case of uncorrected r. Neter et al. (1988) approach shows that there is no significant difference between the mean correlations of two subsets in case of both Hunter et al. (1982) and Davar (2004) approach.

Results of all three approaches confirm that measurement scales of job performance act as moderator variable and determine the magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, meta-analysis of subset of 150 studies using existing scales, generated 24% higher mean correlation with corrected r and generated 21.79% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies using self generated questionnaire of job performance. Davar (2004) approach shows that meta-analysis of subset of 150 studies using existing scales generated 20.58% higher mean correlation with corrected r and generated 22% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies using self administered questionnaire. In case of both subsets, more than 90% variance is true variance in both cases when computed with Hunter et al. (1982) and Davar (2004) approach. Neter et al. (1988) shows that there is significant difference between mean correlations of two subsets at 5% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Results of all three approaches confirm that measures of job satisfaction act as moderator variable and determine the magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, Meta-analysis of subset of 156 studies measuring overall job satisfaction generated 50.69% higher mean correlation with corrected r and generated 53.68% higher mean correlation with
uncorrected $r$ than mean correlations of subset of 151 studies measuring job facets satisfaction. In case of subset of 151 studies measuring job facets satisfaction, more than 80% variance is true variance and in case of 156 studies measuring overall job satisfaction, more than 90% variance is true variance. Davar (2004) approach shows that meta-analysis of subset of 156 studies measuring overall job satisfaction generated 39.89% higher mean correlation with corrected $r$; and generated 40.20% higher mean correlation with uncorrected $r$ than mean correlations of subset of 151 studies measuring job facet satisfaction. In case of subset of 151 studies measuring job facets satisfaction, 84.64% & 78.82% variance is true variance when it is computed with corrected $r$ and uncorrected $r$ respectively. And in case of 156 studies measuring overall job satisfaction, 96.07% & 89.69% variance is true variance, when it is computed with corrected $r$ and uncorrected $r$ respectively. Neter et al. (1988) shows that there is significant difference between mean correlations of two subsets at 1% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

Publication status of the studies also acts as moderator variable and determines magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, meta-analysis of subset of 47 unpublished studies generated 26.76% higher mean correlation with corrected $r$ and generated 25.06% higher mean correlation with uncorrected $r$ than mean correlations of subset of 260 published studies. In case of subset of 260 published studies more than 90% variance is true variance and in case of 47 unpublished studies more than 94.56% & 74.63% variance is true variance, when it is computed with corrected $r$ and uncorrected $r$ respectively. Davar (2004) approach shows that meta-analysis of subset of 47 unpublished studies generated 7.13% higher mean correlation with corrected $r$; and generated 7.67% higher mean correlation with uncorrected $r$ than mean correlations of subset of 260 published studies. In case of subset of 260 published studies more than 90% variance is true variance in both cases when it is computed with corrected $r$ and uncorrected $r$. and in case of 47 unpublished studies 67.48% & 53.20% variance is true variance when it is computed with corrected $r$ and uncorrected $r$ respectively.
Neter et al. (1988) approach shows that there is significant difference between mean correlations of two subsets at 5% level of significance in case of Hunter et al. (1982) approach but Neter et al. (1988) approach does not confirm the same in case of Davar (2004) approach.

Type of sector of the studies also acts as moderator variable and determines magnitude of the relationship between job satisfaction and job performance. As per Hunter et al. (1982) approach, meta-analysis of subset of 168 studies on service sector generated 51.31% higher mean correlation with corrected r and generated 58.76% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies on manufacturing sector. In case of subset of manufacturing sector, 92.00% & 89.51% variance is true variance when it is computed with corrected r and uncorrected r respectively. And in case of subset of service sector, more than 90% variance is true variance. Davar (2004) approach shows that meta-analysis of subset of 168 studies on service sector generated 29.52% higher mean correlation with corrected r and generated 31.95% higher mean correlation with uncorrected r than mean correlations of subset of 102 studies on manufacturing sector. In case of subset of 102 studies on manufacturing sector, 83.72% & 78.50% variance is true variance when it is computed with corrected r and uncorrected r respectively. And in case of 168 studies on service sector, 90.66% & 87.31% variance is true variance when it is computed with corrected r and uncorrected r respectively. Neter et al. (1988) approach shows that there is significant difference between mean correlations of two subsets at 1% level of significance in case of both Hunter et al. (1982) approach and Davar (2004) approach.

SECTION-II

IMPLICATIONS OF THE STUDY

As the study was conducted with the objective to know the true relationship between job satisfaction and job performance, results confirm that there is moderate but significant relationship between job satisfaction and job performance. It’s a fact for a human resource manager that if he wants to improve the job performance of the employees in the organization, he may frame such human resource policies, that make
the employee satisfied at their job. Brief (1998) wrote, “If a person’s work is interesting, pay is fair, promotional opportunities are good, supervisor is supportive and co-workers are friendly, then a situational approach leads one to predict that she/he is satisfied with her/his job”. With the above words of Brief it can be stated that if a person is satisfied with his work, he will do his best effort to do the work more efficiently. If employees of the organization are optimistic, aggressive, & motivated then he will enjoy complex and challenging jobs. If employees will receive the same pay as other employees receive for the same work, then they will be more satisfied at their job. Promotion should be given to the employees on merit basis this will reduce the biasness in the promotion of the employees, which will make the employees more satisfied at the job. If employees’ relations with supervisor and co-workers are good, then it will create comfortable environment at the job, which will make the employees satisfied at the job. Good relation with supervisor and co-workers make such open environment for the employees in which employees may do the work very freely.

It’s not enough to know that a satisfied employee will be a good performer at the job. But human resource manager should also aware about other factors which are not contextual factor of the job satisfaction but moderate the relationship of job satisfaction and job performance. As we find that relationship between job satisfaction and job performance is strong in case of female employees than male employees. Human resource manager can frame separate HRM policy for female employees & male employees like females are equally responsible for her family, so, relaxation in timings of the job may be given to the female employees instead of male employees. Child care facilities like child care home may be maintained at the organizations or child care leave may be given to female employees.

We find that in case of managers, relationship between job satisfaction and job performance is stronger than in case of non-managers. Its implication is that employees may be more satisfied with the higher job authorities and responsibilities & advancement of the career. Therefore, HRM manager should provide opportunities
to his employees for their career advancement and who have higher qualifications, he/she may be promoted at the higher post.

HRM manager should aware that the difference of culture in two countries may also affect the relationship of job satisfaction and job performance. We find that relationship between job satisfaction and job performance is stronger in case of Indian studies than foreign studies. There is difference in living style, cost of living & economic and social behavior of Indians and foreigner. Employees’ social & economic behavior may affect their behavior at the job like those employees who are economically sound they could not be motivated with the monetary rewards. Those employees who are comfortable in doing work with their peers they could not do better work in isolation.

We find that High autonomy weakens the relationship between job satisfaction and job performance & the same relationship is higher in case of low autonomy. It implies that employees want to work in controlled environment they do not want to take decision independently. So, the HRM policy regarding decentralization or delegation of authority should not be liberal.

We find that the relationship between job satisfaction and job performance is strong when both of these were measured with existing scales. Therefore, HRM manager should use existing scales of job satisfaction and job performance as these existing scales are very helpful in establishing the construct validity.

The concept of measuring the job satisfaction may be global concept or may be measured with different facets of job satisfaction. If HRM manager will measure the overall job satisfaction then more positive response will be from the employees, but if he measures with different facets of job satisfaction then weak results may be generated. Performance will be better if employees of the organization are overall satisfied with their job. So, the framework of the HRM policy should be such that the employees should be overall satisfied with the job rather on some specific content of job satisfaction.
The relationship between job satisfaction and job performance is stronger in service sector rather than in manufacturing sector. It implies that employees are more satisfied in service sector in comparison to manufacturing sector. One of the cause may be that in service sector employees deal with human beings, their face to face interaction with customers may make their work more interesting but in manufacturing sector employees deal with non-living products and machines which may make their work boredom. Second cause may be that service sector like IT companies, hospitals, hotels, banks etc. is growing at rapid speed. Employees are getting high remuneration in this sector. It’s a good information for the employers that if they want to shift their business or want to establish a new unit then they may enter into the service sector.

Therefore, if HRM managers want to realize the performance benefits of increased job satisfaction, they may be better served with implementation of policy changes.