

A Study on the Relationship Between Job Satisfaction and Contextual Performance of Knowledge Workers

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Abstract: This article takes the knowledge worker, the fundamental human resource, as the object of the research. Through the empirical analysis of questionnaire, the study observes the current situation of their job satisfaction and contextual performance discusses the relationship between the two parts and tries to give propositions for enterprise management according to the results. The research indicates that the job satisfaction of knowledge workers has a significant positive correlation with their contextual performance.

Key words: Knowledge worker; Job satisfaction; Contextual performance

1 Introduction

With the coming of the Knowledge-based economy, the knowledge workers have become the most precious human resources in the enterprise operation. For one thing, we have fully aware that only when enterprises adopt the humanized management systems on people oriented can the enterprises win in fierce competition of the market. For another, if enterprises want to survive in the severe market circumstance that is changing regarding the influence of the US Subprime Crisis, executives need to introspect themselves about the existing problems of operation: what's knowledge workers' job satisfaction when the member flow from organization is a ubiquitous phenomenon and when their lacking of confidence in the future of the enterprise influences their performance directly? How to stimulate knowledge workers' subjective contribution behavior, or "contextual performance", from the aspect of enhancing their job satisfaction? The concept of job satisfaction and contextual performance enters our research scope.

This thesis integrates qualitative and quantitative analysis method. Questionnaire method is adopted in this study to applied descriptive statistic analysis, corresponding analysis and linear regression through SPSS13.0. This empirical study observes the current situation of job satisfaction and contextual performance, and discusses the relationship between the two parts.

2 Literature Review and Hypothesis

Hoppok had first proposed the concept of job satisfaction in his *Job Satisfaction*. He considered job satisfaction the workers' mental and physical content feelings to the circumstance factors, that is to say, the objective reaction of the workers to the work situation, and this subjective reaction is a consequence of interpreting the Operating Characteristics based on his or her reference system^[1].

After Hoppok divided the factors that affect employees' job satisfaction into hygienic factor and motivator in his proposed two-factor theory, the influence of the factors that are related directly to the job, such as working content, working environment and working conditions etc., to the job satisfaction is substantiated on a basis of plenty of studies. Furthermore, individual characteristics are closely related to the job satisfaction as well. Based on that relevance, Seashore & Taber (1975) pointed out that the combination of circumstance and personal attributes is related to the job satisfaction^[2]. From the aspect of job satisfaction structure, Hoppok deemed that the factors that affect job satisfaction include working intensity, the degree of job enrichment, working condition and leadership style based on the material properties of job content and working conditions. Friedlander (1963) considered that social technological circumstances, self-fulfillment and social recognition are the component dimensions of job satisfaction from the aspect of social environment and the staff's psychological motivation^[3].

But the focus on the Contextual Performance started relatively late, which is originated in the dividend of two --dimensional Performance by Borman & Motowidlo. The extra-role behaviors of employees outside the job description aroused researchers' think^[4]. Some work performance scopes that are neglected are not direct production and service campaign, but they provide essential social and mental surroundings for core technology to achieve its influence and can promote the task performances among them to improve the efficiency of the whole organization. Therefore, such extra-role behaviors beyond formal regulation in the statement of organization obligation which spur employees

spontaneously to benefit the performance of organization as a whole are defined as Contextual Performance^[5]. It has been proved that the Contextual Performance and Task Performance Behavior referred to job description independently contribute to the organization performance as a whole, closely relate with staff's Big Five personality traits and meanwhile the two are affected by various work settings, such as organizational commitment, sense of working responsibility etc^[6].

Previous studies are more focused on the relation between job satisfaction and employee performance. Researches verify that the job satisfaction of knowledge workers has a significant positive correlation with their contextual performance, assisting employees in promoting their performance that may produce satisfaction of by-product. Meanwhile, foreign scholars have proved that the contextual performance can be affected by job satisfaction and these two are positively correlated. However, nowadays, studies on the relation between job satisfaction and contextual performance are not intensive enough in China and the empirical research is limited. Choosing the knowledge employees, a particular crowd, as objects of study is also deficient. Therefore, this study will target on knowledge staffs as the research object, observe status of their job satisfaction and contextual performance, analyze the relationship between those two, and try to make new explorations for management practices. Hypotheses proposed through study are as followings.

H1: knowledge workers' job satisfaction and contextual performance are significant positively correlated

H2: Each dimension of job satisfaction of knowledge workers and contextual performance are positively correlated

3 Methodology

3.1 Sample

The research was conducted through questionnaires, knowledge workers selected from Wuhan enterprises which are engaged in management, financial, accounting and technology are tested as research object. 200 copies of questionnaires were distributed and 171 valid copies were collected, so the effective rate was 85.5%. In those samples, 42.7% are Males and female for a balance; The percent of people whose age is under 30 years old is 49.4%, 30 to 40 years old is 38.1%, 40 to 50 years old is 7.3% and more than 50 years old is 5.2%, which shows young employees are the majority of the investigation; From the aspect of educational attainment, 63.4% of respondents received undergraduate education, 20.8% received master's or doctorate's degree and 15.8% have college education background, from these data we can find that the tested knowledge employees have a high degree obviously; 52.3% of the sample have within 5 years work experience, 24.6% have 5 to 10 years work experience, 17.3% have 10 to 20 years work experience and 5.8% have more than 20 years work experience, these data correspond to age distribution; Most of the subjects are in the primary (38.7%) and general management positions (35.6%), middle managers accounted for 22.3% of subjects and senior managers account for 3.4%.

3.2 Research tool

Job satisfaction scale is compiled mainly based on Minnesota Satisfaction Questionnaire (MSQ), has 14 questions totally and measure job satisfaction from the aspects of organizational environment and leadership, relationship between colleagues and the work itself. The design of Likert's 5 point scale has been adopted by the research. From "very inconsistent" to "very consistent", each item is given 1 to 5 points respectively. And higher scores indicate higher job satisfaction of employees.

Contextual performances scale was based on the questionnaire with 15 measurement items developed by Van Scotter & Motowidlo in the year of 1996. Based on the 15 measurement items, the research adds another item, "even if the leader was absent, the employee would still follow the instruction", proposed by Motowidlo & Van Scotter (1994) as a supplement to inspect the situation of employee self-discipline and abidance by the rules in the dimension of the job dedication.

4 Data Analysis

4.1 Inspection of research result

4.1.1 Job satisfaction scale inspection

(1) Validity inspection

Based on the PCA model, the orthogonal rotation is employed to study 14 items of job satisfaction. And the study directly limits the extraction of three factors, which are organizational environment and leadership satisfaction, satisfaction on work itself and on colleague relationships. The

common degree of each item is above 0.4 and structures of items are clear, so scale has good construct validity.

(2) Reliability analysis

Cronbach's α values of three factors obtained by Reliability test are 0.820, 0.816, 0.621, which are all above 0.6 and the Cronbach's α value of the total scale is even up to 0.866, indicating that the job satisfaction scale and the dimension of the internal consistency are good and have a good Structure reliability

4.1.2. Contextual performance scale inspection

(1) Validity inspection

The research adopt orthogonal rotation in the 16 items of contextual performance by means of principal component analysis and extracted two designated factors directly, which are job dedication and interpersonal facilitation. The total variance of 62.013% is explained and the communalities are all above 0.4, indicating that contextual performance has good construct validity.

(2) Reliability analysis

Through reliability test on the internal consistency between the two factors of the Peripheral performance scale and the total scale, we get Cronbach's α values that are 0.815, 0.860, and Cronbach's α value of total scale is 0.831, indicating that internal consistency of the scale is high, the structure reliability is good and the measurement results are reliable.

4.2 Descriptive statistical analysis

Study uses descriptive statistical analysis on the investigate results about job satisfaction and contextual performances. After disposed by SPSS13.0 statistical software, the results are showed in Table 1.

Table 1 Descriptive Statistics of Variables

Variable	N	minimum	maximum	Mean	Standard deviation
Job dedication	171	2	5	3.7129	.61863
Interpersonal facilitation	171	1	5	3.6313	.63216
The organizational environment and leadership	171	1	5	3.3551	.75028
Work itself	171	1	4	3.4794	.61482
Relationship with Colleagues	171	1	5	3.8378	.62932

The comparison between the mean value of the two dimensions of contextual performance shows that the score of job dedication and interpersonal facilitation are all above the mean value 3, and the mean of dedicated work is slightly higher than that of interpersonal facilitation, indicating that the level of overall knowledge workers' contextual performance is relatively high. And the statistics on the mean of Job satisfaction indicate that mean values of the three dimensions of job satisfaction are all above 3, demonstrating that the employees' overall satisfaction is at the middle level of satisfaction. Among the three factors, the satisfaction of employees has on the relationship with colleagues is the highest, followed by the work itself. And the satisfaction on the organizational environment and leadership is the lowest with a high standard deviation, indicating that knowledge workers have diversity satisfactions on the organizational environment and leadership.

4.3 Correlation analysis

By means of the Person correlation analysis, the correlation of job satisfaction and contextual performance is discussed to verify whether job satisfaction has a significant impact on contextual performance initially. The results of the research are shown in table 2:

Table 2 Relevance of Job Satisfaction and Contextual Performance

	job dedication	interpersonal facilitation
The organizational environment and leadership	.166*	.233**
Work Itself	.354**	.6
Relationship with Colleagues	.168*	.244**

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

The Correlation analysis between the three dimensions of job satisfaction and the two dimensions of contextual performance indicates that the organizational environment and leadership of knowledge

workers is significant positively correlated to their contextual performance (job dedication, interpersonal facilitation).The satisfaction to the job itself is significant positively correlated to job dedication, while it's weak related to interpersonal facilitation of works; is significant positively correlated to contextual performance (job dedication, interpersonal facilitation),between which the impact of Satisfaction on the relationship with colleagues on interpersonal facilitation is much more than job dedication.

Thus we can conclude that knowledge workers' job satisfaction has a positive impact on contextual performance excluding satisfaction on the job itself and interpersonal facilitation. Not only do the external factors of job satisfaction, such as the organizational environment and leadership, relationship with colleagues, have a significant impact on contextual performance but also the work itself of job satisfaction is significant correlated to the dimension of job dedication in the contextual performance.

4.4 Regression analysis

4.4.1 The regression analysis between job satisfaction and contextual performance

In the study, the job satisfaction has been taken as independent variables and the contextual performance has been taken as dependent variable ,discussing the prediction function of job satisfaction on the contextual performance. Meanwhile multiple regression analysis was conducted step by step.

Table 3 The Regression Analysis Between Job Satisfaction and Contextual Performance

dependent variable	Select independent variables sequence	R	R ²	Modified R ²	Value F	Value B	Value Beta
contextual performance	Work Itself	0.473	0.223	0.217	35.972	0.913	0.321
	relationship with colleagues	0.563	0.317	0.300	19.016	0.400	0.225

As Table 3 illustrates, the two factors, the work itself and the relationship with colleagues, go into the regression equation. For contextual performance, these two factors could predict 30.0% of the variance. Among them, the work itself has a larger contribution factor, whose standardized regression coefficient is 0.321; followed by the colleague relationship factors, whose standardized regression coefficient is 0.22.

4.4.2 Regression analysis between job satisfaction and the two dimensional of contextual performance

The job satisfaction has been taken as independent variables and the job dedication has been taken as dependent variable.The result of regression analysis is shown in Table 4.

Table 4 Regression Analysis Between Job Satisfaction and Job Dedication

dependent variable	Select independent variables sequence	R	R ²	Modified R ²	Value F	Value B	Value Beta
job dedication	Work Itself	0.563	0.317	0.311	57.928	0.287	0.357
	Relationship with Colleagues	0.597	0.356	0.368	34.344	0.157	0.221

Table 3 illustrates that these two factors, the work itself and the relationship between colleagues, go into the regression equation. For the job dedication, these two factors can predict 36.8% of the variance. Among them, the work itself has a larger contribution factor, whose standardized regression coefficient was 0.357; followed by the colleague relationship factors, whose standardized regression coefficient was 0.221, and it has passed the test of significance. These data indicate that the knowledge workers' satisfactions on work itself and relationship between colleagues have a positive influence on enhancing their subjective job dedication out the scope of their job instructions, such as the influence between the employers' self-discipline and the active behaviors that can promote the completion of the task is positive. The job satisfaction has been taken as independent variables and the interpersonal facilitation has been taken as dependent variable, the result of regression analysis is shown in Table 5.

Table 5 Regression Analysis Between Job Satisfaction and Interpersonal Facilitation

dependent variable	Select independent variables sequence	R	R ²	Modified R ²	Value F	Value B	Value Beta
interpersonal facilitation	Relationship with Colleagues	0.421	0.177	0.171	26.959	0.174	0.241
	The organizational environment and leadership	0.515	0.265	0.247	14.793	0.150	0.217

As can be illustrated in Table 5, these two factors, relationship with colleagues and the organizational environment and leadership, enter the regression equation in turn. For interpersonal

promotion, these two factors can predict 24.7% of the variance. Among them, the one with larger contribution is staff relations, whose standardized regression coefficient is 0.241; followed by the organizational environment and leadership, whose standardized regression coefficient is 0.217, and it has passed the test of significance. These data indicate that the knowledge workers' satisfactions on relationship with colleagues and the organizational environment and leadership have a positive influence on interpersonal facilitation of contextual performance

5 Conclusion

The questionnaire on knowledge staff shows that job satisfaction has a significant positive correlation with contextual performances except that the job satisfaction on work itself has no significant correlation with the interpersonal facilitation of contextual performance. H1 are proved, and H2 are proved partly. Each dimension of job satisfaction of knowledge workers and contextual performance is positive correlated significantly. Among these factors, the work itself and the relationship with colleagues has a significant predictive function on job dedication and the relationship with colleagues and the organizational environment and leadership has a significant prediction function on interpersonal facilitation. Therefore, we can conclude that as a main resource of contextual performance, enhancing the knowledge workers' satisfaction on work itself, relationship between colleagues and the organizational environment and leadership in the management practice will has a positive influence on promoting their self-disciplined and vigorous in finishing the works and developing the behaviors of interpersonal orientation that are beneficial to achieve the object of the organization initiatively.

However, the research is limited to the time and resource, so the sample has some deficiency to some extent. Moreover, developed by foreign mature questionnaires, this questionnaire may lack of consideration on some Chinese characteristics.. Further research can try to add the mediator based on the relation of these two to enrich the exploration in satisfaction and contextual performance.

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